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Public Works

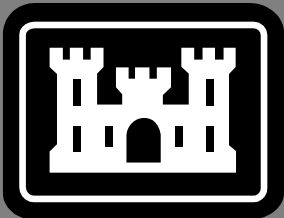
Digest

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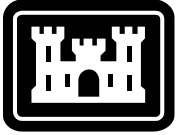


Special Section:
IMA Activation



**US Army Corps
of Engineers®**

In This Issue...
Annual Report



US Army Corps of Engineers®

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Secretary of the Army Thomas E. White,
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Fiori and IMA Director MG Anders B.
Aadland unfurl the flag of the U.S.
Army IMA on October 1, 2002. (Photo by
SSGT Marcia T. Hart)



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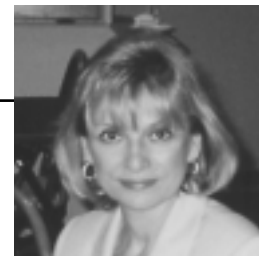
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LETTER FROM THE EDITOR



The Transformation of Installation Management is a profound change for the U.S. Army. Major components of this transition are being implemented methodically over a phased two-year timeline to ensure all major commands and proponents worldwide are included. The IMA will standardize installation support services around the world and centralize money flow for installations under a central headquarters in Arlington, Virginia. This November/December issue contains a special section on the activation of this new organization, which took place on October 1, 2002. A lot of important things you want and need to know about IMA are laid out in the questions and answers article.

As we approach the end of the year, we provide you with our annual report, which gives us the opportunity to publish some of the accomplishments of the Installation Support Division as well as those of other organizations providing installation support throughout the past year. Submitting articles for this issue were the Army Environmental Center, Transatlantic Programs Center, Army Housing Division, Installation Support Center of Expertise at Huntsville, and Engineer Research and Development Center – Construction Engineering Research Laboratory (ERDC-CERL) as well as several USACE divisions and districts. Fort Leonard Wood, Fort Bragg and Picatinny Arsenal also have much to brag about and interesting stories to share. Be sure to read about them all!

At the end of this year, we will see George Cromwell, my long-time ACSIM POC and former CPW co-worker, retire after 35 years of distinguished government service. John Krajewski, well-known facilities engineering leader and yet another ACSIM employee formerly with CPW, will also retire. They will both be sorely missed. The extraordinary careers and future plans of these two icons of installation support are covered in the Who's Who section.

*This year's six issues of the **Public Works Digest** covered housing initiatives, the environment, privatization and outsourcing, energy management and several training workshops. Interspersed throughout these traditional themes were installation stories that showcased successes as well as problem areas. Also featured were Transformation of Installation Management (TIM) updates as well as Installation Management Agency (IMA) progressions.*

*Once again, my hat is off to my terrific POCs without whom no Digest would be complete. Dana Finney, Neal Snyder, George Cromwell, Ron Mundt, John Lanzarone and Greg Jones, please take a bow! **Digest** readers all over the world salute you!*

The first issue of 2003 will feature highlights of the DPW Worldwide Training Workshop reinstated last year. This year's theme is "Transforming Installation Management to Support Today's and Tomorrow's Army." The workshop will consist of a variety of general session presentations from senior Army leadership and Congress, breakout sessions, and expert panels addressing questions on a variety of topics. Also, the best in the Army DPW business will receive the DPW Awards of the Year. The workshop will be held in Washington, DC, 3-5 December, and I hope to see many of you there.

*As always, the **Public Works Digest** welcomes all articles on topics of interest to the DPW world. Let me know if there's something new you'd like to see.*

Until next time...

Alexandra K. Stakhiu

Editor, Public Works Digest **PWD**



White activates Installation Management Agency

by Courtney Brooks

Secretary of the Army Thomas E. White officially activated the Installation Management Agency (IMA) in a Pentagon ceremony on October 1, 2002.

IMA is the first component of the Army's initiative to transform itself into a more effective and efficient entity, said MG Anders B. Aadland, recently named director of IMA. He said the IMA will execute the concepts outlined by White when he pledged last year the Army would implement better business practices.

The Installation Management Agency brings together all installation support services under one umbrella to ensure optimal care, support and training of our fighting force. IMA is headquartered in the National Capitol Region, with seven regional offices, located at Fort Monroe, VA, Fort McPherson, GA, Rock Island Arsenal, IL, Fort Sam Houston, TX, Heidelberg, Germany, Fort Shafter, HI, and Seoul, Korea.

A field-operating agency under the Army's Assistant Chief of Staff for Installation Management (ACSIM), IMA stands at the center of the Army's initiative that molds installation support functions into a corporate structure enabling equitable, efficient and effective management of Army installations worldwide to support mission and readiness, ensure well-being of soldiers, civilians and family members, improve infrastructure and preserve the environment.

The new agency will oversee all facets of installation management, including environmental programs, construction, morale and welfare, family care, force protection, logistics, public works, etc., and the planning, programming and budget matters that provide resources for these functions. The IMA structure enables the Army to establish standards, resource to standard, and ensure consistent and equitable delivery of services and universal adherence to Army standards

from installation to installation. An IMA Board of Directors, composed of senior major command and headquarters, Department of the Army, leaders, will oversee the operation and recommend programs, major construction projects, resource and finance strategies, and installation management standards, goals and objectives.

White said that transformation of installation management represents the Army's earnest commitment to people, readiness and transformation.

"It is not only essential to providing the requisite standards of support to our soldiers and families," White said, "but essential to our ability to project power globally from our installations, and never has that capability been more important that it is today."

The agency will standardize the level of service and quality of life for soldiers and families on installations worldwide and delegate city-management tasks to garrison commanders, instead of mission commanders, Aadland said. It will allow mission commanders to focus on missions and combat, instead of running administrative details on the base.

IMA will also improve fund allocation, Aadland said. It will streamline the fund flow directly from IMA to garrison commanders so they can better plan programs.

"Efficiency comes out of being a new way of doing business," Aadland said. "It is corporate efficiency that transcends the Army's current bureaucracy."

Aadland said now is a good time to be a soldier and stressed the importance of installation change at the activation ceremony.

"We believe it is no exaggeration to say that if our soldiers are the life's blood of our great Army, then our installations are the heart," Aadland said.

Transformation will not take place overnight, Aadland said. IMA is currently at initial operating capability, he said. By fiscal year 2004, IMA headquarters should be funding garrisons directly and garrisons will be moved to the IMA organizational document. The complete redesign is slotted to take place by fiscal year 2005.

Aadland serves as principal advisor to the Assistant Chief of Staff for Installation Management, and spokesman for the Army on all Army installation management issues. ➤



MG Anders B. Aadland



Philip E. Sakowitz, Jr.



IMA Themes

People: The U.S. Army Installation Management Agency (IMA) mission will ensure the Army's soldiers are well trained, fed, equipped and cared for in an environment where soldier and family well-being and combat readiness are both vitally important.

Readiness: The U.S. Army Installation Management Agency will enable the Army to enhance quality of life for soldiers, enable tactical units to focus on training, deployment and operations, strengthen combat readiness to prevail in every mission, and lay a solid foundation for successful execution of Army transformation and support of the Army's Vision.

Transformation: The U.S. Army Installation Management Agency will create a corporate structure for installation management, enabling the Army to modernize and redesign business practices to provide efficient, effective, and equitable management of Army installations worldwide establishing a base for optimal support and flexibility.

IMA Messages

- IMA will oversee all facets of installation support, and hold all services to a high quality standard, including environmental programs, construction, morale and welfare, family care, force protection, logistics, public works, etc., and the planning, programming and budget matters that provide the resources for these functions.
- The IMA structure will enable the Army to establish enhanced well-being standards for our people, resource to standard, and deliver equitable services on all installations, ensuring that soldiers, families, civilians, veterans, reserve troops and retirees experience quality facilities and services wherever they live, work and play in service of the U.S. Army.
- IMA will provide superior mission support to all organizations and seamless management of Active and Reserve installations and centers.
- IMA will enable the Army to combine resources, seek regional efficiencies, and enforce Army-wide standards at installations.
- In every aspect of IMA's mission, effective protection, enhancement and stewardship are top priorities that will create a profound change in installation operations and capabilities as part of Army Transformation.

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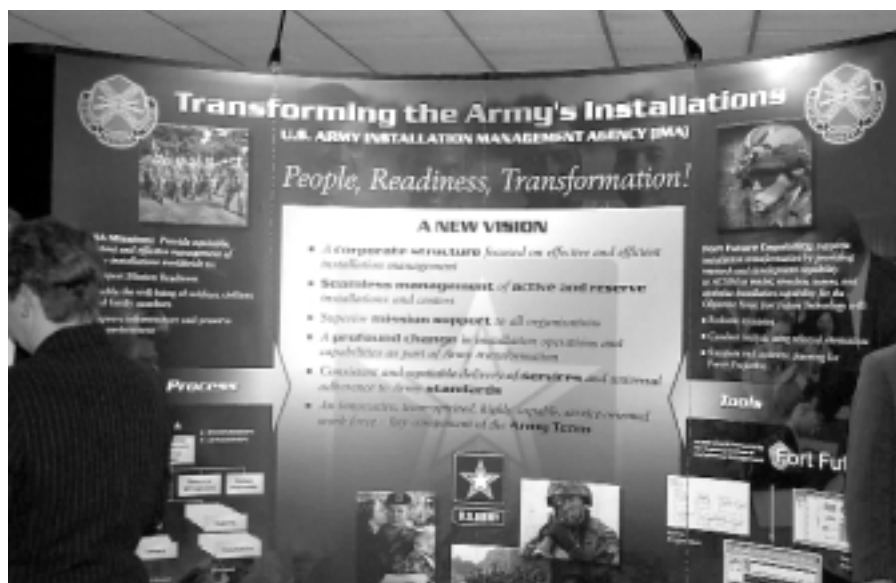
Philip Sakowitz will serve as deputy director of IMA. Seven directors have been named to the seven regional offices (See article on p.6).

The IMA also activated its web site October 1, located at www.ima.army.mil.

For more information, please contact Army Public Affairs at (703) 697-7591 or U.S. Army Installation Management Agency at (703) 602-7476.

Courtney Brooks writes for the Army News Service.

PWD



The IMA exhibit at this year's AUSA Convention attracted many visitors.



MG Aadland announces IMA Region Directors



MG Anders B. Aadland

Region Directors for the U.S. Army Installation Management Agency (IMA) will serve as spokespersons for all installation support issues in their respective regions, maintaining effective communications with MACOM commanders, federal agencies, and Congressional delegations within the region.

The focus of their responsibilities will be to ensure equitable, efficient and effective management of Army installations, support mission, readiness, ensure the well-being of soldiers, civilians and family members, and preserve infrastructure and environment in the regions.

The IMA Region Directors will also serve as rater for garrison commanders in the region.

"As people come together toward activation of the IMA, I am thrilled that such dedicated, experienced people have joined the IMA team to perform the critical roles of transitioning installation support to the U.S. Army Installation Management Agency," said MG Anders B. Aadland, Director, U.S. Army Installation Management Agency.

A brief bio of each Region Director follows.

NORTHWEST REGION OFFICE **Mr. J. Randall Robinson – Acting Director**

Mr. Robinson comes to this position after having served as one of the original pioneers of the Transformation of Installation Management, where he was Director of the Southeast Region Office Task Force. He has held numerous Installation Support positions throughout his career, including Command Program Analyst/Executive Officer, Garrison Plans and Operations, Deputy Garrison Commander, and most recently Chief, Installation Management Support Division, U.S. Army Forces Command. A graduate of the Army Management Staff College and the Army War College, he also holds Bachelor of Science Degrees in Economics and Management from Carson-Newman College and a Master of Public Administration from Shippensburg University.

COL Dolas D. Bain - Deputy Director

PACIFIC REGION OFFICE **Mr. Stanley Sokoloski - Acting Director**

Mr. Sokoloski has played an integral role in transformation of installation management from the beginning, successfully leading the Pacific Region TIM Task Force through implementation. He has held various staff and installation assignments at a number of Major commands in the United States and overseas, and, most recently, served as United States Army Pacific Command senior civilian engineer with responsibility for military construction, master planning, environment, real property maintenance, family housing, troop housing, engineer troop units, and related programs. A graduate of a number of management programs, the Armed Forces Staff College, and the Engineer and Scientists Executive Development Program, he also holds a Bachelor of Science degree in Mechanical Engineering from the University of Hawaii,

and Master of Science in Mechanical Engineering.

COL Craig Firth - Deputy Director

NORTHEAST REGION OFFICE **Ms. Diane Devens – Director**

Ms. Devens comes to the IMA from Training and Doctrine Command where she held the position of Assistant Deputy Chief of Staff for Base Operations Support (DCSBOS). As the "City Manager" for TRADOC, she successfully oversaw installation management doctrine, policies, resources, standards and programs for 15 installations. She holds a Master's Degree in Public Administration from Shippensburg University, and was selected for the Senior Executive Service in 2000.

COL Curtis Wrenn - Deputy Director

SOUTHEAST REGION OFFICE **Mr. Joseph H. Plunkett – Director**

Mr. Plunkett comes to the IMA from Forces Command where he served as Assistant Deputy Chief of Staff, G1. Prior assignments included Chief, Base Realignment and Closure Division, Headquarters, U.S. Army Forces Command, and progressively responsible resource and economic analysis positions throughout his career. He earned a Bachelor of Science Degree in Business from the University of Alabama, Tuscaloosa, Alabama and a Master's Degree in Management from Webster College, St Louis, Missouri, and was selected for the Senior Executive Service in 1998.

COL Dave Tindoll - Deputy Director



Diane Devens



IMA questions and answers

Here are some commonly asked questions and answers about the newly-formed Installation Management Agency (IMA).

Q1: *What is going to be the relationship between the Installation Management Agency and the Major Army commands?*

A1: For the Army to successfully execute its mission, it is imperative that IMA and the Major Commands work as one Army, one team, in very close partnership. This is one of the reasons that regional offices were established where the larger MACOMS are located. The major commands have always had two basic missions: the tactical mission and

installation operations. These missions don't go away. IMA will manage installations in support of Army tactical missions. While the Major commands will no longer be directly responsible for the day-to-day "city management" of installations, they will always be engaged because it is so important to supporting the mission. Installations are currently being managed on Army installations in 14 different ways, which is a very inefficient way to do business. The IMA will consolidate those 14 ways of running an installation into one agency that can pool and leverage total Army buying power and conduct business to standard across

the Army. Creation of the IMA is a win-win situation: Mission readiness won't have to compete with installation management tasks for the Commander's attention; and the soldiers well-being and quality of life on the installation won't have to compete with the mission.

Q2: *We cannot lose focus on the Army mission of rapid mobilization, demobilization, and power projection platforms. Are procedures and resources in place to maintain readiness for mobilization and deployment?*



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SOUTHWEST REGION OFFICE

Mr. Hugh M. Exton, Jr. – Director

Mr. Exton most recently worked at United States Army, Europe, where he held the position of Assistant Deputy Chief of Staff, Engineer, HQ USAREUR. His responsibilities encompassed coordination and oversight of the organization's public works, real estate, international relations, military operations, and strategic planning functions. In 1992, he accepted a position on the DA staff as Chief, Construction Programs Division in what is now known as the Office of the Assistant Chief of Staff for Installation Management where he served until assuming his current position. He holds a Bachelor of Science degree in Civil Engineering from the University of Utah and a Master's degree in Public Administration from Harvard University, and was selected for the Senior Executive Service in 1997.

COL W.C. Garrison - Deputy Director.

KOREA REGION OFFICE

COL (P) John A. MacDonald- Director

COL (P) MacDonald most recently served as Chief of Staff, 2nd Infantry Division, Eighth United States Army, Republic of Korea. His nomination for appointment to the rank of Brigadier General was announced on 6 June 2002. Colonel (P) MacDonald holds a Bachelor of Science degree from the United States

Military Academy, a Master's degree in Administration from Central Michigan University, and a Master's degree from the United States Naval War College in National Security and Strategic Studies. He is also a graduate of United States Army Command and General Staff College, Armed Forces Staff College and the United States Naval War College.

Mr. Rob Myers - Acting Deputy Director



COL John MacDonald

EUROPE REGION OFFICE

Mr. Russell B. Hall – Director

Mr. Hall most recently held the position of Assistant Deputy Chief of Staff, Personnel and Installation Management, Installation Management, United States Army Europe, where he was responsible for programs and functions including Installation Management Doctrine, Policy and Resources; Army Communities of Excellence; Morale, Welfare and Recreation. He holds a Master's Degree in Operations Research and Systems Management from George Mason University and a Bachelor's Degree in Biology from Trinity University, and was selected for the Senior Executive Service in 1997.

COL Russ Santala - Deputy Director



Russell B. Hall

PWD



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A2: IMA and its garrison commanders will continue to play a critical role in ensuring success of mobilization, demobilization, and power projection operations in both the continental United States and overseas. Garrisons will continue to participate in mobilization training programs, will support mobilization operations as usual, and will be instrumental in supporting “reachback” operations during unit deployments.

Q3: *Army operations are increasingly relying on “reachback” to installations for support during deployment. Is the “reachback” support requirement and its doctrinal underpinnings being considered in this transition?*

A3: Reachback support is one area that will be greatly enhanced with establishment of the IMA. The operational support relationship between garrison commanders and their tenant units will continue to develop the reachback concept that has proven to be so successful. Deployed units will be able to maintain support relationships with their “home” garrison through deployable communications technology.

Q4: *How do you envision cross communication between regions?*

A4: The role of headquarters IMA is to ensure there is cross-fertilization Army-wide. The Headquarters office of IMA will set policies and standards for all installations worldwide, and region offices will execute and enforce the standard across the board. Region offices are aligned geographically so that the Army can take advantage of similarities like privatization of utilities and RCI housing that might be conducive to regional management.

Q5: *Will IMA improve the flow of appropriated funds to installations, and does that mean there will be more*

appropriated fund dollars?

A5: Installation Management funding will go straight from headquarters IMA to garrisons Army-wide. From a flow standpoint, funding will be very consistent. From the percentage standpoint, this fund flow will net a huge and exciting adjustment. Projects that were supposed to happen, like roof repairs, actually will. Over the past few years, installation BASOPS has been funded at 92 percent. After withholds and unexpected mission priorities took their toll, the percentage of funding that actually got spent for garrison in some places was only about 39 percent. IMA intent is that if BASOPS is funded at 92 percent, the majority of the dollars funded will be dispersed specifically for the mission it was intended, so a higher percentage of whatever funding is appropriated will get to where it was meant to be spent.

Q6: *Is it more money overall?*

A6: Savings that will result from regional cost leveraging and eliminating fund migration between mission and BASOPs will result in more efficient spending allocation. IMA has committed not to migrate any dollars at the installation/execution level. That doesn’t mean the Department can’t migrate dollars, and they have some hard calls to make. Standards will be set and when decision makers have to make a hard call, data will be available to show what affect the cut will have on specific programs. IMA will be able to advise leadership what level of service soldiers will get for the dollars allocated.

Q7: *We have seen recent articles about the poor state of military installations. How is the establishment of the Installation Management Agency going to improve this problem?*

A7: Transforming installation management to a centralized corporate structure

will enhance the ability to provide consistent and standardized services from installation to installation.

- Soldiers and their families can better predict the level and quality of housing, child development, safety, recreational programs, educational opportunities and overall well-being support services as they move from one army home to another.
- The transformation will streamline the flow of funding directly from IMA to garrison commanders so that they can better plan and execute installation support programs.
- Centralized installation management will enable the Army to combine resources, seek regional efficiencies, and enforce comprehensive Army-wide standards at installations.

Q8: *Is the Installation Management Agency establishing standard levels of service along with quality control measures for gauging successful implementation of TIM?*

A8: One of IMA’s top priorities is to improve and hold all installation support services to a comprehensive, high-quality standard. The IMA planning division is working to analyze and implement standard levels of service Army-wide, integrating best business practices of the current SLOS, AIM-HI, ISR, and Army baseline services models. This integration effort has been started. We will be working with the Army staff proponents to refine definitions and standard level of service methodology. Major commands and region task forces will be engaged to develop “initial implementation success” measures. Timeline to complete analysis is 6 months after activation. ➤



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Q9: *How long do you think it will be until the dust settles and IMA functions the way Army leadership envisions?*

A9: IMA is transforming methodically to ensure all major commands and proponents are included, and people are being taken care of. Major components of the transition will be phased in over a two-year implementation period:

- Effective October 1st, 2002, IMA headquarters in Arlington, VA, was formally activated with the leadership nucleus in place. On October 7th the seven IMA regions were formally activated.
- During fiscal year 2003, the former major command workforce will remain in its current locations, shifting focus to support IMA regional offices. Funds will be fenced and major commands will serve as "bankers" for IMA installation resources under the operational control of the regional directors.
- Garrisons will remain on major command organizational documents during fiscal 2003. Garrison commanders will be rated by their respective IMA region director, and senior rated by the commanding general over the installation.
- In fiscal 2004, IMA headquarters will fund garrisons directly, garrisons will be moved to the IMA organizational document, the redesign of IMA business processes will be completed, and regions will be staffed with end-state authorizations.

Q10: *Even though we have communicated to the workforce that everyone will have jobs come 1 October, people still have the question "How will this affect my job?"*

A10: All positions involved in management of installation services will functionally transfer to IMA. The transformation will be functionally transparent at the installation level. The NAF and APF employees currently at the major Army commands will be capitalized in place. Wherever they are working today, they will continue to work.

In some cases above installation level, the function will eventually be geographically moved to the regional office. The Human Resources component of the transition will be conducted on a phased implementation timeline over the next two years, specifically so we will have a comfortable timeline to minimize turbulence in the workforce. Employees who we anticipate will be personally affected because of geographical realignment of functions have already been personally notified, and have priority to move with their job or take other opportunities in their current location over the next two years.

Guidance from Army leadership is that there will be no reductions in force, and there will be none. Chain-teaching materials that describe the human resources transition plan have been sent to the major commands so they can hold town hall meetings with their people to keep everyone informed about the transition. Secretary White has given explicit directive to take care of people. I can't think of an instance where a corporation has worked so diligently to take care of people as the Army is doing in this transformation.

Q11: *Will the concept of capitalization in place be fully resourced and supported until employees can be realigned to the new IMA structure?*

A11: Stability of the workforce and taking care of people is a top priority of the IMA and Army leadership. Initial capi-

talization in place ensures minimal impact on employees, and phasing workforce realignment over two years will give IMA leadership ample time to ensure needed skills are in the right location. Initial geographical move opportunities will be voluntary, and it is expected that normal attrition and volunteers who choose to take advantage of opportunities to move geographically to regions where new vacancies exist will facilitate a smooth transformation.

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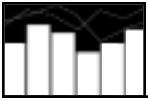
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Installation Support Division continues working for you!

by Alexandra K. Stakhiv

A Headquarters element of the U.S. Army Corps of Engineers (USACE), the Installation Support Division (ISD) is one of four divisions in the Directorate of Military Programs.

"Our mission is to provide Headquarters USACE staff support, direct real property facilities management and installation support activities for the Directorate of Military Programs, but we also perform related services for the Army and the Assistant Chief of Staff for Installation Management," said Kristine Allaman, Installation Support Division Chief.

The division consists of two branches: the Installation Support Policy Branch, led by Jim Lovo; and the Planning Branch, led by Steve Reynolds.

"Our personnel work on behalf of all Army installations to ensure that key technical services provided by USACE have the right policy and program backup," continued Allaman. This includes everything from master planning to business processes to engineering operations and even to the Public Works Digest.

"FY02 marks the completion of our second year at Headquarters," Allaman said. "As the year comes to a close, we reflect with pride on the many successes we have had in providing support to you, our Army installations."

Installation Support Offices

"Our Installation Support Offices exceeded all expectations with their accomplishments and use of checkbook funds," said Mike Kastle. Here are just a few examples:

- The SPD Installation Support Office disbursed \$415,000 to its districts for projects that directly support DPW customers, using the remaining IS funds for GIS/Master Planning development

capabilities.

- Kansas City District used IS checkbook funds at Fort Riley for a Company Operations Facility Renovation planning/justification charrette and, for the first time, funded a planning charrette for an OMA funded project to renovate a historic building. ISO checkbook funds also provided Real Estate actions for the Cellular Tower Lease and the Manhattan Airport Deployment Ramp MOA and Lease.
- The PM Forward at Fort Leavenworth provided project management services to several MCA projects. He was also involved in many charrettes on the installation, including the design charrette to validate the 1391 for the \$8.8 million Saint Ignatius Historic Chapel, which was destroyed by fire in December of 01. The Kansas City District used IS checkbook funds immediately after the fire to send a structural engineer to determine the structural integrity of the salvageable portions of the church.
- The North Western Division ISO was on the team that developed the USACE Liaison to the Northwest Regional Office of the Installation Management Activity program management plan, position description, crediting plan, and selection plan. Many MSCs adopted these documents for use in their respective regions.

"In Omaha District," said Kastle, "the PM Forward was tasked by the Fort Carson DPW to provide assistance in developing eleven 1391s for the FY 05 MILCON program last December. To make matters worse, the tasker arrived during the Continuing Resolution Authority (CRA) budget period. The Northwestern Division ISO and ISD were able to make IS funds available for developing the DD1391s."

Army Utility Rate Intervention Program

The Army Utility Rate Intervention Program produced significant dollar savings and cost avoidances at numerous Army, Navy and Air Force installations and other federal agencies such as the GSA, Coast Guard, Social Security Offices and Defense Language Institute, said Rafael Zayas.

"During FY02, the Installation Support Center for Expertise initiated eight utility rate intervention proceedings requiring expert witness contract support at a total cost of \$226,595 using a mixture of funding sources," Zayas said. "Of that total, AMC provided \$56,465 and USACE-ISD provided \$170,130 using USACE-ISD and ISCX funds. I worked on six final rulings issued by State and Federal regulatory bodies during FY02, resulting in cost avoidances and savings of approximately \$25.6 million for current and future years (FY02 to FY10)."

"Known savings may span anywhere from one year up to eight years depending on the rulings of the regulatory body," explained Zayas. "The projected costs savings may vary and are based on current year usage rates and costs without adjustment for increase or decrease in mission, increased commodity costs, or fuel adjustment charges."

Currently, there are three ongoing rate intervention proceedings yet to be completed.



Andrew Jackson and Stan Swofford



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Army installations benefiting from intervention actions during FY02 were Forts Stewart, Benning, Gordon, McPherson, Carson, Bragg, Hood, Bliss, Dix and Monmouth as well as Picatinny Arsenal, Presidio of Monterey, and White Sands Missile Range. Air Force installations benefiting included Robbins, McGuire, Pope, and the Air Force Academy. Navy installations included Kings Bay, Albany, and the Naval Academy.

Career Program 18 (Engineers and Scientists)

"Over the past year I have continued to manage the ACTEDS Plan for the Engineers & Scientists Career Program (CP-18), taking every opportunity to tout its easy web-site accessibility at conferences, workshops and other venues," said Milt Elder, program manager. "With help from the CP-18 Career Program Managers, we completely revised the ACTEDS Plan (Army Civilian, Training, Education, Development System), and established it as a web based product with links to training activities and professional associations, including the latest essential information activities and opportunities available to CP-18 careerists."

Following this major initial revision, the ACTEDS Plan was refined to comply with the Americans with Disabilities Act and latest U.S. Army Corps of Engineers guidance. The ACTEDS Plan was also added to the Assistant Secretary of the Army CPOL and the HQ USACE Military Programs web sites.

In addition, Elder participated on teams attempting to establish two new career fields, the DoD Facilities Engineering (Acquisition) Career Field and the Army Installation Management Generalist Career Field.

DPW Awards Program

"The DPW Awards Program went perhaps better than ever," said Milt Elder. "This was the first time we (MACOMs, installations, etc.) conducted all activity associated with the program electronically, greatly facilitating everyone's participation, especially OCONUS MACOMs," he explained.

This new procedure also helped to avoid Washington, D.C. mail delays due to the anthrax contamination and containment.

The 2002 DPW Awards Program challenge will be to navigate through the decisions made as a result of the standup of the IMA Regions and dislocation of those steady MACOM hands which helped make this such a successful competition over the years, Elder predicted.

SERGs

"The joint ACSIM/USACE Senior Executive Review Group (SERG) visits to Army installations were deferred pending reevaluation of such visits under TIM," explained Jim Lovo. "USACE's military programs leadership will be working with the new ACSIM and IMA Director to chart out the future approach to conducting SERGs in the TIM environment."

Public Works Digest

The Public Works Digest celebrated its fourteenth year in 2002. While it was conceived as a quarterly publication in 1988, it is now published bi-monthly and has ballooned to a standard 44 pages. Last year you asked for more installation stories and the Digest gave them to you.

According to editor Alex Stakhiv, "Great articles from installations and around the Corps and yes, even the private sector, guarantee that we always have enough interesting news about housing, energy, and the environment as well as privatization and outsourcing, and sustainability to fill ever more issues of the Digest.

"We have established a good rapport with the ACSIM and IMA (Installation Management Agency) leadership and plan to keep our readers posted on the activities of these new organizations," Stakhiv said. (See the special IMA section in this issue.)

Transformation of Army Installations

"The Army's future installation requirements are an integral part of Army Transformation," said Steve Reynolds, chief of ISD's Planning Branch. "ISD provides support to ACSIM to help plan and execute installation transformation efforts to ensure the necessary changes to Army installations are planned and implemented parallel with changes to Army force structure, doctrine, and equipment."

ACSIM, as the proponent for



Mike Rice



Jim Lovo



Dan Clark



Dick Daley



Jim Ott



Gordon Velasco



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installations within the Army Transformation Campaign Plan, has the lead in addressing the installation changes required by each element of Army Transformation (Legacy, Interim and Objective Forces).

"Transformation of Installation Management (TIM) and establishment of the Installation Management Agency (IMA) and the IMA regional offices are underway," Reynolds said. "We are incorporating into the IMA management processes to facilitate installation master planning and facilities design to support Objective Force needs."

USACE is executing ACSIM's MILCON strategy for the Interim Force and is supporting stationing analysis, facility planning and project design for the Objective Force.

In December 2001, ACSIM and USACE sponsored an Installation Transformation Wargame with General Officer and Senior Executive Service participants from the Army, the other services, DoD, other government agencies, and senior level executives from the private sector. Preparations are underway to conduct the second Installation Wargame in FY03.

The Installation "Battle Lab" concept was a result of the first wargame. "The use of the term "Battle Lab" does not reflect the intent to establish a formal Battle Lab as a standing body, rather it serves to describe a virtual organization that can pool the necessary talent to quickly provide analysis and special technical support to Installation Transformation planning efforts," explained Reynolds.

The Fort Future modeling and simulation decision support system is being developed within the USACE Engineer R&D Center to provide Army installation planners the tools and processes for systematic analysis of solutions to facility requirements and installation operations. As prototype tools are developed, they are pilot tested by the Installation "Battle Lab" to help address immediate Installation Transformation analysis needs and to provide feedback to refine further Fort Future development.

The Battle Lab concept was applied during the summer of 2002 to support the ACSIM analysis of installation factors as part of the bigger Army Deputy Chief of Staff, G-3 analysis of stationing alternatives for the initial Objective Force units.

Conferences

The AUSA conference, held 21-23 October 2002, showcased Fort Future with a *Fort Future: Transforming Army Installations* Forum led by the Assistant Secretary of The Army, Installations and Environment. "Our joint booth shared with IMA in the conference exhibit area was a big success," said Jim Ott, who helped plan and staff the exhibit.

Both Rafael Zayas and Ott are heavily involved with the ACSIM in the planning and organization of this year's DPW Worldwide Training Workshop to be held on December 3-5 in Washington, DC.

"We are expecting an even bigger turnout than last year," Ott said. "Register now because you don't want to miss this

one-stop source of information for all DPW activities."

Critical Infrastructure Protection

"The focus of Critical Infrastructure Protection (CIP) shifted as a result of September 11, 2001," said Jerry Zekert, team leader for ISD's Planning Branch. The Office of the Secretary of Defense for Command, Control, Communication & Information (OSDC3I) is the CIP lead for the Department of Defense. USACE is the DoD CIP proponent for the Public Works Sector, with the Director of ISD serving as the DoD Public Works Critical Infrastructure Assurance Officer.

CIP initiatives that ISD is supporting cover many facets of the DoD program. "We are supporting the Pacific Command (PACOM) which is serving as the pilot Combatant Command to improve the process of identifying critical assets by linking them directly back to the mission needs of their warfighting operations plans," continued Zekert.

A key part of the PACOM effort is the development of standard processes to exploit information in the Services real property databases to provide a GIS based common relevant operating picture of service assets that can serve as the foundation for CIP analysis.

Master Planning Support

The requirement for Installation Master Planning is anchored on various public laws and regulations and is ►



Milt Elder



Pete Almquist



Fred Reid



Rafael Zayas



Rik Wiant



Paul Landgraff



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implemented by AR 210-20, **Real Property Master Planning**. As part of their efforts to improve The Army's installation policies and processes, ACSIM and the new IMA are currently updating the current master planning guidance and establishing procedures to reinvigorate effective master planning to meet future Army installation needs.

Under the ACSIM/IMA lead, ISD is working with USACE field elements to ensure that USACE can provide appropriate master planning expertise, using both in-house capabilities and access to private consultants.

"While some of this support is reimbursable to installations, the installations are encouraged to work with the USACE PM Forwards and Installation Support Offices to formulate support strategies," explained Jerry Zekert. "They can provide the robust support needed to conduct planning studies and analyses, provide mapping/GIS support and develop various Master Planning documents."

USACE sponsors a one week Master Planning Course to provide installation personnel a foundation course on the principles of Master Planning. USACE also supports ACSIM in conducting the Master Planning section of the Garrison Commander's Course.

In addition, USACE has also been contributing to the ACSIM/IMA efforts to integrate the concepts of sustainability into the Army's current planning policies and procedures.

"Through our liaison with the American Planning Association and other Federal Agencies' working groups, we have been able to provide the Army with visibility into the current national trends in the implementation of this important approach," Zekert said.

USACE has also been an advocate of the Real Property Master Plan Digest. The Real Property Master Plan Digest (Summary Development Plan) is an easy format for

installations to use to portray their installation planning and development posture. It can be produced using existing commercial software and serve as a good vehicle to promote sound installation planning.

Unit Set Fielding

The Combat Readiness Support Team (CRST) managed by ISD is supporting key elements of the Army Staff (including the G3, G6, G8, and ACSIM) to validate the facility and infrastructure impacts of new or revised materiel systems, organizations, doctrine, and training strategies. This support in validating facility and infrastructure requirements is crucial to the Army's ability to meet Transformation timelines.

To achieve effective fielding under Transformation, the Chief of Staff of The Army (CSA) has established the policy of Unit Set Fielding (USF). "USF is a departure from past single system modernization policies and procedures that focuses on integrating and synchronizing the fielding and resourcing of a 'systems of systems' into a single window of time designated specifically for modernization," said Claude Matsui. "This is crucial to reducing the current practice of 'piecemeal' or 'drive-by' materiel system fielding and their disruptive impacts on gaining units.

"The integration of multiple processes and synchronization of modernization schedules are imperative to meeting the accelerated pace of Transformation and realizing the operational capability of the Objective Force. Under traditional fielding processes, units were modernized by receiving multiple, separate, and unsynchronized issuances of individual systems over many years.

"This modernization approach, however, rarely provided the unit a complete and fully integrated operational capability. It has also proven to be disruptive to unit training and readiness," Matsui added.

Most often, this fielding approach is so single system and single unit focused that

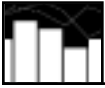
the required facility and installation infrastructure, training infrastructure, and training center modernization are not accomplished. With the careful development and validation of essential requirements, the integrated approach under USF will effectively help the Army to integrate and synchronize Transformation fielding activities, to include the corresponding infrastructure and training base requirements.

Environmental Operating Principles

ISD's Rik Wiant was on the USACE team that developed the Corps of Engineers *Environmental Operation Principles (EOP)*. "This is the Chief's priority effort to clearly strengthen the Corps commitment to supporting the nations environmental objectives," Wiant explained. "Not just as a reaction to the environmental critics of the Corps, but to clearly establish the Corps as a proactive leader in this area."

The principles will guide USACE to:

- Strive to achieve Environmental Sustainability.
- Recognize the interdependence of life and the physical environment.
- Seek balance and synergy among human development activities and natural systems.
- Continue to accept corporate responsibility and accountability under the law.
- Seek ways and means to assess and mitigate cumulative impacts to the environment.
- Build and share scientific, economic and social knowledge that supports a greater understanding of the environment.
- Respect the views of individuals and groups interested in Corps activities.
- Find innovative win-win solutions to the Nation's problems that also protect and enhance the environment. ➤



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Programming Administration and Execution (PAX)

"FY02 was a watershed year for the Programming Administration and Execution (PAX) Information Technology (IT) System," said Mike Rice, PAX program manager. The PAX management team accomplished its four highest goals during FY02.

The first was the implementation of the web version of the PAX system and its applications, the DD 1391 Processor System and the Construction Appropriations Programming Control and Execution (CAPCES) System. "We fielded the final modules in October 2001, culminating a major two-year IT conversion project," said Rice.

The web version of PAX is a radical departure from the original X.25 dialup version of PAX, Rice explained. Heralded by users as outstanding, it is very user friendly incorporating point and click operations.

"Our thanks to those who made it happen," continued Rice, "including the Huntsville 1391 Processor support staff, who also executed the 1391 benchmarks, McClendon Automation Corp, which converted the CAPCES system and executed the CAPCES benchmarks, Electronic Data Systems, which assisted in the 1391 Processor conversion and PAX system network operations, and Soft Access, which assisted in the benchmarking and statistical analysis of the benchmark results."

The second goal was to attain centralized funding for Army users of PAX from the ACSIM. This had been a goal of the PAX management team for several years and was achieved during the second half of FY02 with the help of Peter Tamilin, formerly with ACSIM and now with the Office of the Deputy Assistant Secretary of the Army (Installations & Housing).

The third goal was to migrate PAX operations off the EDS commercial platform, where it had resided for 10 years, to a Defense Information Systems Agency

(DISA) Defense Enterprise Computing Center located in Mechanicsburg, PA, in March 2002. This major information technology initiative was driven by security requirements and costs, said Rice.

The fourth goal was to develop the PAX DoD Information Technology Security Certification and Accreditation Process (DITSCAP) documentation and submit it to CECI Designated Approval Authority for PAX certification and accreditation. DITSCAP Certification and Accreditation is mandatory for all Army IT systems. The issues identified in the PAX Security System Test and Evaluation and the risk assessment were addressed in the PAX Corrective Action Plan, and all three documents will be included in the System Security Authorization Agreement.

DD Form 1391 Processor System

Major modifications/features incorporated in the DD Form 1391 Processor System by the Huntsville Center PAX Support Team during FY 2002 include:

- The new detailed cost method in Tab A, which provides assistance in calculating an adjusted unit cost.
- GRAPHICS - A new tab in which to store pictures/images, which support and justify the request for authorization and appropriation of the MILCON project.
- Tab A standard statement assistance. Provides statements regarding physical security, AT/FP measures, joint use potential, etc.
- Enhancements resulting from the Transformation of Installation Management (TIM) initiative. The TIM changes consist of transferring forms from MACOMs to the appropriate Regions, changing automatic SUBMIT destinations to appropriate Regions, and the incorporation of a new Future Occupant Signature Block and Certification Block for Regions.

- Version 3.0 of the Information Systems Cost Estimator (ISCE), which was fielded in June 2002. One of the major enhancements to ISCE was Metric Conversion which was incorporated to assist the European community.
- Congressional View documents developed and formatted for use by Congressional staffers.

CAPCES

CAPCES (Construction Appropriations Programming Control and Execution System) has seen change in multiple areas during the past year. Significant changes were made to the web portion of CAPCES, which is the user interface for reports.

With the onset of TIM, a new graphical approach was implemented for several highly used reports. Users can see the Regions, the installations and subposts within those Regions, drill down to reports and make their selections. Several new reports were added at user request, all reports were provided a new, more attractive and more intuitive template, and all reports were adjusted to meet current business needs.

"All of the improvements were not cosmetic or obvious to our user base," said Bill Crambo, CAPCES program manager. "Many changes were system related or foundational, to improve efficiency and expand options for future growth. Yet these changes resulted in a better user experience while using CAPCES on the PAX system, and include moving the central processing to DISA in Mechanicsburg, implementing new interfaces for background data transfers, revisions to the data structure, revising security verification and creating new application areas."

Developmental Assignments

Don Emmerling volunteered for a three-month assignment in the Congressional Affairs Office at Headquarters. "I've always wanted to learn all about what the Corps does, and



Army Environmental Programs transformed by IMA and EMS

by Neal Snyder

Two acronyms first heard by many in 2002 are leading to significant changes in the way environmental programs operate on Army installations: IMA, for Installation Management Agency, and EMS, for environmental management systems.

The advent of IMA in October 2002 and the Department of Defense mandate for EMS earlier this summer are sparking a revolution throughout the Army.

Environmental programs are among the many installation functions the major Army commands handed over to IMA during the process called Transformation of Installation Management (TIM). The agency reports to the Army Assistant Chief of Staff for Installation Management (ACSIM). The Director of Environmental Programs, another member of the ACSIM staff, manages and oversees programs Armywide.

"The Installation Management Agency will serve as an advocate of installation environmental program needs," said MG Anders B. Aadland, IMA commander. "We will ensure consistent and effective implementation of the extensive environmental programs managed on installations, ranging from endangered species to storm water to hazardous waste."

"Responsible environmental stewardship, focused on Army and federal government regulation compliance as well as proactive management, is a critical aspect of our public responsibility and is crucial to the long-term viability of our installations. As such, effective environmental program management will be at the forefront of Installation Management Agency efforts," Aadland said in the Winter 2002 issue of *Environmental Update*.

Another result of TIM is the centralization of Army environmental restoration. The Assistant Chief of Staff for Installation Management directed the Environmental Restoration Division (ERD) of the U.S. Army Environmental Center (USAEC) to consolidate program management of the Army's environmental restoration for the active sites restoration program at USAEC. The Center formerly shared this role with the major Army commands. This change will make communication more direct between installations and ACSIM, according to ERD chief Randy Cerar.

"Our main goal is to keep the installation execution ongoing, before and after the transition," said Cerar. "We want to make the transition as seamless to the installations as we can."

The Department of Defense announced its new EMS policy in April. It calls for systematic integration of environmental management into all missions, activities and functions. Army installations, however, were already having success with these systems.

Development of an EMS is well under way at Fort Riley, Kansas. Its approach adapts current procedures and processes to circumvent the need to generate something new. It is based on incorporating EMS with an already established and merged safety and environmental program.

The installation polled regulators and discovered four areas of concern: water, air, land use and safety. Fort Riley used this information to develop a procedure to identify significant aspects and impacts. These procedures are the key element in developing an EMS. The installation also developed an EMS manual and training and awareness materials. The installation expects its EMS will be implemented by January 2003.

Radford Army Ammunition Plant was part of the 1998 Army and DoD pilot program to determine the technical feasibility of ISO 14000. (ISO 14000 is an internationally recognized EMS.) Following the pilot, Radford developed tools for defining environmental objectives and targets; initiated integration of the EMS with their ISO 9000 quality management system program, built on already established mechanisms to facilitate full implementation and created and promoted an EMS structure that makes every employee accountable for environmental success. In fiscal 2002, a gap analysis placed Radford at 70 percent program completion plant wide.

The U.S. Army Corps of Engineers also has been working the EMS issue and is poised to provide cost-effective EMS products, integrated with installations' existing systems. Several Corps districts, including Louisville District, already are ISO ➤

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this was one way to get an expanded view of the Corps' organization," he said.

Emmerling was assigned two divisions and worked with the executive assistants on Congressional inquiries covering a wide range of issues and topics. "In talking with Congressional staffers, I found them to be very appreciative of the information we provide them to help answer a constituent's request," he said. **PWD**

ISD Personnel Retired in FY02

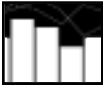
George Braun
Jeff Holste
Mike Kishiyama

ISD Personnel Transferred in FY02

Steve Love

New ISD Personnel in FY02

Jim Lovo
Tracy Wilson



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certified and have the knowledge and experience to present practical, economical solutions for installations. Louisville District's approach is to perform gap analysis on existing systems and provide recommendations to meet the installation's goals.

Although not technically a part of EMS, Kansas City District has been working with officials at Fort Leonard Wood, Missouri, to develop an Environmental Division Knowledge Management System (KMS), a Web-based portal system to facilitate meeting environmental compliance requirements. The KMS will allow for shared data among various program managers, uploading of data from various end users and tenant organizations on an installation via the Internet, tracking permits and reporting requirements, generating reports, tying requirements to various laws and regulations, and integrating a Geographic Information System component.

Beyond EMS, a number of Army-wide initiatives begun in 2002 will bring significant changes to installation environmental programs.

An Army-wide action designed to eliminate compliance requirements for the National Historic Preservation Act (NHPA)

for installations with Capehart and Wherry era housing was approved in May by the Advisory Council on Historic Properties (ACHP). Within 10 years, all of this housing, built between 1949 and 1962, will be more than 50 years old, the threshold for consideration under NHPA. This housing style represents more than one-half of all Army family housing in the United States.

Section 106 of NHPA requires an extensive review process before renovation, rehabilitation, privatization or demolition of any building 50 years old or older. Without this action, an installation would have to go through this time-consuming and expensive process for each project related to this housing.

Another program, the "Army Alternate Procedures for Protection of Historic Properties" (AAP), streamlining Section 106 compliance in general, was approved in fall 2001. A number of Army installations, including Fort Benning, Georgia, and Fort Sam Houston, Texas, adopted these procedures in 2002.

The Corps' Fort Worth District, which has partnered with Fort Sam Houston for more than a decade, played a significant role in the installation's adoption of the AAP procedures. This process reduces the operational and financial impacts of federal,

state and local environmental legislation or regulations on efforts to maintain these historic properties.

The District has been working to integrate the new alternative procedures with upcoming programs such as the Residential Communities Initiative (RCI) that will privatize all the historic Army housing at Fort Sam

Houston. The District's Cultural Resources Section has pioneered a new Standard Operating Procedure that allows the RCI to proceed and forms a template for other installations seeking to streamline environmental compliance while meeting an expanding range of environmental requirements.

In addition to preserving their historical buildings, installations also are seeking ways to construct "green" buildings. The Corps' Omaha District is working with Fort Carson, Colorado, to do just that – design and construct a "green" training facility for less than \$500,000.

The facility, slated to open in November, is a 2,800-square-foot training facility for 70 people, with a state-of-the-art audiovisual system, a lobby, storage area and small office. It is expected that it will achieve the "Silver" standard of the Army's Sustainable Project Rating Tool (SPiRiT).

Among the "green" concepts integrated into the design and construction were use of natural day lighting to reduce energy use, instantaneous water heaters on sinks, zero volatile organic compounds paints, use of salvaged materials from demolition projects, natural cooling cupola instead of air conditioning, Energy Star high performance windows, and an Energy Star high-efficiency two-stage natural gas furnace.

The Army's first test range for gathering standardized, comparable data on unexploded ordnance detection technology opened in October on Aberdeen Proving Ground, Maryland. The Aberdeen facility is part of the Standardized Unexploded Ordnance (UXO) Demonstration Site Program. The program uses uniform test methodologies, procedures and facilities to help ensure critical UXO technology performance parameters such as detection capability, false alarms, discrimination, reacquisition and system efficiency are accurate and repeatable.

The standardized site program is designed to advance the state of



The Army's first Standardized Unexploded Ordnance Demonstration Site was dedicated on Aberdeen Proving Ground, MD, October 15, 2002. (Credit: USAEC)



Mobile District provides unique NEPA support to RCI

by Don M. Conlon

As part of the HQ USACE Residential Communities Initiative (RCI) Project Delivery Team, Mobile District developed a fast track National Environmental Policy Act (NEPA) process to meet the tight schedule requirements of the Army Family Housing Privatization program. This approach is applicable to NEPA actions not covered by Categorical Exclusions, those requiring either an environmental assessment or an environmental impact statement. It may be useful to many of you who are faced with fast developing projects with severe time limitations and are striving not merely to comply with environmental laws but to achieve an environmentally sustainable project.

Background

The Army operates and maintains approximately 90,000 family housing units at installations throughout the United States. More than 75 percent of the units do not meet current army housing standards. Even so, the demand for housing at most installations exceeds supply.

The lack of affordable housing off post forces many soldiers to live in installation housing that is in need of repair or renovation or to pay the extra 15 to 20 percent to live in the community. The Army estimates that as much as \$6 billion is needed to bring its housing stock up to current standards and to address the housing deficit.

Recognizing this need, and the lack of public funds, Congress enacted the Military Housing Privatization Initiative (Public Law 104-106) that enables military services to obtain private sector funds to satisfy family housing requirements.

Under the direction of Mr. William A. Armbruster, the Deputy Assistant Secretary of the Army for Privatization and Partnerships, the Army competitively selects developers with substantial housing management experience and financial capability to partner with the Army to develop and execute plans to satisfy the housing needs at Army installations. This plan is known as the Community Development Management Plan (CDMP). ➤

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unexploded ordnance detection and discrimination technologies, according to George Robitaille, program manager for UXO technology demonstration with the U.S. Army Environmental Center. Variations in terrain, geology, weather and vegetation can affect today's technologies. Standardized demonstration sites allow developers and users to gather data on sensor and system performance, compare results, and project the possible cost and effectiveness of each sensor system.

The Corps' Ordnance and Explosives Center of Expertise at its Huntsville Engineering and Support Center has been partnering with AEC on the standardized site program. Subsurface ordnance and explosives cleanup is a relatively new mission for the Department of Defense since prior to the 1990s, wide area clearance of subsurface ordnance was never attempted. Improvements in technology, such as those being demonstrated at Aberdeen, are moving the Army and DoD to the point where such clearances can be contemplated not

only at active installations but also at Formerly Used Defense Sites throughout the country.

A new contracting procedure is also saving money for installations. Guaranteed Fixed Price Remediation (GFPR) obligates the contractor to guarantee the fulfillment of a specific Army environmental remediation requirement (including regulatory site closure). The Army and the contractor agree on a fixed price, up front, for the contract award, eliminating change clauses to the contract. The contractor buys insurance to cover additional costs in case the cleanup becomes more expensive than the contract award.

Although the program is still in its infancy, the Army is fielding successful GFPRs. Presently, nine GFPRs have been awarded, totaling \$80 million. Seven of these sites fall under the Base Realignment and Closure program and two are active sites (Fort Leavenworth, Kansas, and Fort Gordon, Georgia). The

Corps worked with Fort Leavenworth officials to award its more than \$19 million GFPR, and anticipates awarding more such contracts for other installations in the future.

When the GFPR contract cost is compared to the estimated cost to complete plus the additional costs the standard contracts would have incurred, at least 14 percent savings is seen. Given that the original planned cost of the nine GFPRs was \$89 million, the Army has avoided \$12.5 million in costs by going with GFPR at these installations.

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*Neal Snyder is the editor of the **Environmental Update** at Aberdeen Proving Ground.*

(Editor's note: Candy Walters of the U.S. Army Corps of Engineers Public Affairs Office contributed information to this article.)

PWD



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Here's how it works. The partner furnishes the capital and expertise for the project in return for receiving ownership of the existing Army housing stock, and receipt of the soldier's basic allowance for housing. The Army retains ownership of the land but provides access to the partner through a 50-year lease. The contractual arrangements and the respective responsibilities of the partners, such as housing designs, special conditions, and financing are subjects for other articles. This article focuses on the unique application of the NEPA provisions to the RCI program.

Schedule Driver

Once an installation is selected for the RCI program, the Army sets a specific date to submit the CDMP to Congress for approval. When obtained, Congressional approval includes the notice to proceed. The Army sets these dates to address the housing needs of the installation as soon as is possible. This, in turn, drives a compressed schedule often requiring the partner to complete the CDMP in under six months time.

Complying with NEPA under such time constraints presents a real challenge. Even so, the plans developed for the first installations implemented under the RCI process, Forts Hood, Meade and Lewis, are remarkable. The plans are model environmental projects that take on the flavor of an upscale middleclass community with first class housing, shops, community centers, tennis courts, walking trails and other amenities.

RCI NEPA Challenge

The RCI challenge was how to perform NEPA documentation and analysis on a project with limited preparation time as the design is being developed and to complete the analysis in time for the decision maker to consider alternatives, incorporate envi-

ronmental, cultural and socioeconomic concerns and approve the project. And, through it all, achieve an environmentally sustainable project.

RCI NEPA Approach

The solution was to manage the NEPA process simultaneously, in parallel with development of the CDMP. This is the way it works. Once an installation is designated to implement the RCI program, the NEPA process is initiated at the same time as competitive selection of the partner is being conducted.

The initial task of the NEPA process is to gather baseline information on the installation infrastructure, natural, biological, and cultural resources and socioeconomic data. This is referred to in the NEPA document as the affected environment. This data is gathered for the Army proposed project footprint, which includes existing housing units and areas to be offered to the partner, once selected, for construction of new housing developments.

At the same time the NEPA process is initiated, the Environmental Baseline Survey, the National Historic Preservation Act Section 106 consultations with the State Historic Preservation Officer, and other necessary regulatory consultations are initiated. Compilation of this information is completed and presented to the partner shortly after its selection to identify environmental concerns that must be addressed as the CDMP is developed. Resources such as wetlands, endangered species, surface and ground water, and a gamut of other relevant environmental issues are identified, characterized, and presented to the partner.

As the partner begins to develop the CDMP and the design unfolds, the information is fed to the NEPA preparers to begin the resource impact analysis. At this stage, the NEPA and CDMP processes are running parallel exchanging project and environ-

mental information. This is where the process gets tricky and requires intense management and good judgment.

Once the Army and the partner agree that the CDMP concepts are firm, and there will be no substantive revisions, the project has sufficient definition at that point to complete the NEPA analysis. The NEPA process is then completed as the CDMP package is being formalized into a submittal package.

The NEPA process, usually an environmental assessment, is thus completed in time for the decision maker to sign the Finding of No Significant Impact (FNSI) before approving the CDMP.

Now look at what happened. Environmental data were supplied to the partner as the CDMP was being developed, achieving an environmentally sustainable project, and establishing protocols that eliminate the need for an environmental impact statement. In compliance with NEPA, the decision maker was knowledgeable of environmental and other relevant effects before making the decision to approve the CDMP.

This process is NEPA at its best, working in conjunction with project development to eliminate significant adverse effects and achieving a model environmental project as the end result, all within project time constraints.

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Don M. Conlon is an environmental engineer with the Planning and Environmental Division of Mobile District and a team member of the HQ USACE RCI Project Delivery Team.

PWD



OPEP reorganizes, sharpens focus

by COL Richard A. Hoefert

The Army is in the midst of Transformation, certainly not news to most, as the Transformation of the Army's combat forces and the Transformation of Installation Management have been widely publicized. Lesser known, but equally as vital to the Army, is the transformation of Department-level management of the Army's environmental program. A reorganized Office of the Director of Environmental Programs (ODEP) debuted in July to begin this transformation.

For about a decade now, management of the Army's environmental program has been through the "four pillars" — compliance, pollution prevention, conservation and restoration. This management structure has served the Army exceptionally well and has solidified the Army's position as a very good steward of the natural resources entrusted to us by the American people. As the Army's environmental program has become more sophisticated, the pillar management scheme, with its stovepipe nature, has essentially reached the end of its effective life span at the department level.

ODEP's reorganization features a functional management scheme centered on three operational divisions:

- Training Support
- Sustainability
- Cleanup

The Foundations Team will remain as a Transformation support, strategic planning, resourcing, and outreach element of the office. The reorganization further features improved integration of all three components of the Army: the Chief, Training Support Division is a U.S. Army Reserve colonel (COL V.J. Abdoo); and the Chief, Sustainability Division is an Army National Guard colonel (COL Tim Rensemä).

The Training Support Division will focus its efforts on the training ranges and

maneuver areas, or "green spaces," on an installation in order to provide environmental support to the Sustainable Ranges Program. This Division picks up the ranges and munitions missions, plus a large portion of the Conservation Teams scope.

The Sustainability Division will focus its efforts on the cantonment areas on an installation, primarily. It will combine the scope of the Compliance and Pollution Prevention Teams, including Pollution Prevention's acquisition and technology efforts. The Division's overarching mission will be a transformation to sustainable installations.

The Cleanup Division will expand upon the portfolio of the Restoration Team to include not only the Installation Restoration Program (IRP) and the Formerly Used Defense Sites (FUDS) program, but all environmental cleanup efforts in the Army. Development, formulation, and promulgation of policy implementation guidance and instructions for the Defense Environmental Restoration Program (DERP) [IRP and FUDS], environmental cleanup overseas, non-DERP cleanup within the United States and its territories, and Base Realignment and Closure (BRAC) environmental cleanup will be part of the division's new portfolio. A federal employee of GS-15 rank will be recruited to lead this expanded effort.

A memorandum of agreement between the Deputy Assistant Secretary of the Army (Environment, Safety, and Occupational Health), or DASA(ESOH), and the Assistant Chief of Staff for Installation Management (ACSIM) provides additional clarity to ODEP's mission as it establishes the roles and responsibilities for management and oversight of the Army Environmental Program (AEP). Formally, the DASA(ESOH) establishes Army military environmental policy, and provides program direction and oversight of the AEP.



COL Richard A. Hoefert

ACSIM, acting through the Director of Environmental Programs, according to the memorandum, "has responsibility to identify, support, and defend Army military resource requirements; promulgate Army military environmental policy implementation guidance and instructions; exercise primary Army staff responsibility to oversee, manage, and coordinate the Army military environmental program."

In practice, this means that the office of the DASA(ESOH) writes the policy and takes an outward focus, coordinating with the other services, the Office of the Secretary of Defense (OSD), the Congress and external stakeholders. Similarly, ODEP writes and promulgates Army guidance and instructions to implement the policy and maintains an inward focus across and down through the Army.

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PWD



Installation Support Center of Expertise (ISCX), Huntsville Center—your “one door to the Corps”

by Karl S. Thompson

The Huntsville Center links business practices and innovative processes in support of installations. This mission is carried out using new technologies developed by the Corps' laboratories and in partnership with local supporting Districts, thereby creating synergies in the “One Door to the Corps” support concept.

The mission of the Installation Support Center of Expertise (ISCX) at Huntsville Center, created in August 1999, is to provide support to installations in a variety of areas. This includes energy savings performance contracting; utilities privatization; utility control and electronic security systems; utility acquisitions and sales; ranges and training lands; facility standards; facility planning, operation, repair and renovation; HVAC systems; contingency support; fire protection; furniture and furnishings; and roofer.

A sampling of the type of support provided by the ISCX follows.

Energy Savings Performance Contracting (ESPC) is a process in which contractors fund and provide infrastructure improvements and energy-saving equipment, and maintain them in exchange for a portion of the energy savings generated. In partnership with installations and districts, our energy savings contractors have invested \$406 million in energy-related infrastructure improvements. In addition, the government's share of resulting energy savings is \$118 million.

A sample project is a \$12 million cogeneration facility that when completed will efficiently provide chilled water, hot water and steam to Fort Bragg. It will also provide electricity to the installation's electric grid. This project, which replaces faulty equipment, will save energy costs and is a key piece of Fort Bragg's overall energy security plan.

Utility Systems Privatization is the transfer of ownership for utility systems to a non-DoD entity, and the procurement of operation, maintenance, repair, and upgrade services from the new owners of the systems. Partnering with Districts, ISCX support includes developing the scope of work, issuing solicitations, evaluating proposals, conducting Source Selection Evaluation Boards, and awarding privatization contracts.

For example, Fort Campbell's gas utility was awarded to the City of Clarksville in September 2002. We are also developing contracts to support utility conveyance at Forts Drum, Bragg, Campbell, McPherson, Gillem, Stewart, Carson, Irwin and Polk, and Hunter Army Air Field.

The Facility Repair and Renewal (FRR) Program provides a one-stop, performance based contracting approach for a variety of repair, renovation and minor construction projects. The FRR contractor defines the work to be performed in a work plan that may include manufacturer-specific product information. Because the same contractor who prepares the work plan also performs the construction, the contractor retains responsibility for success of the design as well as the construction.

A sample project is the Fort Carson Utility Modernization Project. In March 2000, Fort Carson requested assistance

in replacing 118,430 feet of high temperature water lines. Design of the first phase (North Loop) was completed in 5 months in order to make year-end construction award of \$8.2 million using expiring FY 00 funds. The PDT for this project included the Omaha District, the DPW and CERL. CERL also provided technical assistance in the selection of a new piping system that would be the first of its kind for the Army.

Award of the second phase (a portion of South Loop) followed in September 2001, for \$9.2 million. The final phase was awarded for \$3.6 million in June 2002. Total project cost of \$21 million came in under the programmed amount.

In May 2001, the Alaska District requested our assistance in providing contractual and technical services to convert and renovate existing family housing in need of repair to become unaccompanied officers quarters. Construction had to be awarded by 30 September 2001. The PDT for this project included Alaska District and the DPW.

A week-long preliminary design charrette, with about 20 stakeholders



(L to R) ISCX members Karl Thompson, Mirko Rakigijja, Bobby Starling and Sam Bolin discussing installation programs.



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in attendance, was held at the site in late May. Trade-off decisions were reached balancing the competing interests of overall project cost and desired quality of life amenities. At subsequent design review meetings, all stakeholders were encouraged to participate and their comments were incorporated into the design.

This project was designed to budget and awarded for construction in less than 120 days. The Alaska District managed construction. The project was completed in June 2002, ahead of schedule and under budget.

The Range and Training Land Program (RTLTP) provides cradle-to-grave support from master planning, facility and land requirements analysis, preparation of MILCON programming documents (DD Forms 1391), to implementation plans for installation infrastructure and training complex expansion, to managing A-E Designs for RTLTP Projects.

For example, we are partnering with US Army Pacific; Fort Richardson and Schofield Barracks; Alaska and Honolulu Districts in providing support to U.S. Army, Alaska and U.S. Army, Hawaii in the planning, programming and project design for their stationing of a Stryker Brigade Combat Team, to include planning of the training complex, requirements analysis, siting future ranges and preparation of DD1391s for RTLTP projects. These efforts are in direct support of Army Transformation.

The **Environmental Program** provides environmental studies and remediation services, such as site investigations, remedial investigations, risk assessments, treatability studies, remedial designs, environmental compliance assessment surveys, environmental management systems for installations and NEPA documentation.

For example, we provided environmental restoration support for the Memphis depot. This effort included environmental

sampling, risk assessments, buy-in by the local community and regulators, concluding with a Record of Decision signed by EPA, Tennessee Department of Environment and Conservation, and Defense Logistics Agency. As follow on, we will provide remedial designs for the Memphis Depot, and the Mobile District will perform the clean up remedial actions. The combined expertise of Huntsville and local Districts provide comprehensive solutions for regulatory compliance and remediation of contaminated sites.

Our **Electronic Security Center (ESC)** provides cradle-to-grave services, including criteria development, site surveys, design, procurement, installation, performance testing, acceptance, monitoring and maintenance for Electronic Security Systems (ESS). For example, ESC provides coordination and technical expertise to Corps of Engineers activities in support of the Critical Project Security Program, a program for enhancing the security of Corps dams and other infrastructure. We are providing a full range of technical support services including participating in design charrettes.

Additionally, we will execute approximately 35 procurement and installation projects for the program in FY03. The projects range from perimeter intrusion detection systems applications to electronic entry control systems to closed circuit television systems installations with remote monitoring. We also manage electronic security systems maintenance and service contracts to keep the systems up and running.

Another example of security support is the survey, design, procurement, installation, and removal of the athlete's village ESS at the 2002 Salt Lake City Winter Olympics. The critical security system had to be operational in time for the opening ceremonies and had to function throughout the duration of the international sporting event. In partnership with the Protective

Design Center (PDC) and Sacramento District, the system was delivered on time and within budget, and provided the required measure of detection in order to ensure the Olympians' safety. The ESC partners with the PDC to provide comprehensive force protection solutions.

The **ROOFER** program provides infrared and visual roof surveys and evaluations, which determines condition of roofs, develops roof maintenance plans, and provides a projected budget. Through a partnership with South Pacific Division, we provide ROOFER program support.

Since this program began in Mar 2001, we have supported 17 installations with the visual and infrared inspections. One recent example is a visual inspection we performed at the Army National Guard Headquarters building. For several years they were experiencing a water leak that neither they nor several roofing contractors could locate. Our contractor found the leak resulting in one happy, dry customer.

The **Furnishings Program** provides centralized management, procurement and delivery of furniture and furnishings for new and renovated barracks Army-wide. The ISCX supported 100 barracks buildings (8500 living spaces) during FY02. Our criteria for success is to purchase quality furnishings at competitive bulk prices, deliver and install on the Beneficial Occupancy Date - no sooner, no later — and minimize workload demands upon the installation.

Utilities Rate Intervention Program: This is a joint ISCX effort with the US Army Legal Services Agency to ensure that the cost of utilities services for Federal agencies remain fair and equitable. During FY 02, we initiated 8 utility rate intervention proceedings at a cost of \$226,000. Army installations that benefited from our intervention were Forts Stewart, Benning, Gordon, McPherson, Carson, Bragg, Hood, Bliss, Dix, Monmouth, Picatinny ►



Army Housing surges ahead in 2002

by George McKimmie

As the Army undergoes its transformation to a lighter, leaner, more lethal and more rapidly deployed force, where and how well soldiers live is taking on increased importance. More than 60 percent of military members have families. Army commanders have said that soldiers train better, fight harder, and stay in longer, when they know that their families are living in a secure and comfortable environment.

The reality is that more than 60,000 Army families live in inadequate housing on our installations worldwide. Tens of thousands more reside in private sector community housing that is inadequate in size or modern amenities. To fix this situation, the Army instituted the Family Housing Master Plan (FHMP), a consolidated strategy for planning, programming, and executing the Army Family Housing (AFH) Program.

Army Family Housing Master Plan (FHMP)

The FHMP reflects a consistent strategy to meet the Defense Planning Guidance goal to eliminate all inadequate family

housing by 2007. It is not a single plan, but a series of innovative plans that orchestrate the management of assets, the distribution of AFH resources, and sequencing of investment projects. The goal is accomplished through a combination of: (1) traditional Military Construction (MILCON), (2) Basic Allowance for Housing (BAH) increases, and (3) privatization.

The impressive scope of the AFH program is now 126,000 homes worldwide — 99,000 owned, 13,000 leased, and 14,000 privatized. The annual AFH budget exceeds \$1.4 billion. The FHMP can be found on Army Housing website at housing.army.mil/documents/FHMP2001rev1.pdf.

To accelerate the urgent fix to the acute family housing problem, the Army created an innovative and creative Residential Communities Initiative (RCI) program (see sidebar). The RCI plays an essential role in The Army's FHMP execution.

Truly unique is the two-step Request for Qualifications (RFQ) used to select the private sector development partner. An RFQ

is a best value source selection process that replaces the traditional Request for Proposal. The most innovative aspect is the development of a Community Development and Master Plan (CDMP). This process enables The Army to select a world-class developer to design, in coordination with government talent, self-sustaining communities and establish a 50-year relationship between the Army and the selected development partner. The result is a world-class residential community.

By 2005, the Army's privatization program will expand from the 4 installations family housing already privatized to 28 projects, over 69,000 homes, nearly 80 percent of the AFH inventory in the U.S. For more details, see the RCI website at <http://rci.army.mil>

The Army FHMP demonstrates sound management principles by supporting difficult asset management decisions, reducing costs, providing incentives for asset management improvement, and maximizing portfolio performance. The FHMP strategy is a major shift in institutional philosophy toward managing installations ➤

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Huntsville Center - *provides quality and efficient services through...*

- Focus on customers' needs
- Business processes
- Innovative contracting
- Partnerships that reduce boundaries
- Quantifiable Team measures of success
- Reward employees based on their Team's success
- Continuous improvement

Arsenal, Presidio of Monterey, and White Sands Missile Range. Six final rulings issued by state and federal regulatory bodies during FY02 have resulted in cost avoidances and savings of \$25.6 million.

The ISCX links business practices and innovative processes in its partnership with Corps districts, labs, and contractors in providing comprehensive and cost effective support to installations.

"We benefit from program management, engineering, contracting and legal matrix expertise imbedded in our project delivery teams," concluded Rakigijja. "We are proud of our contributions to the mis-

sion and quality of life of our military installations, and look forward to continued service."

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Karl S. Thompson is Chief of the DPW Support Team, ISCX.

PWD



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Fort Jackson barracks.

as strategic assets. This broader vision has led the Army to focus on developing and managing quality installations and to embrace comprehensive planning, execution and building long-term partnerships with private industry. It's all about providing quality homes in a secure and comfortable residential community.

The master plan can be viewed in its entirety at http://housing.army.mil/afh_plan.htm

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Housing Market Analyses

In addition, the Army is using Housing Market Analyses (HMAs) to help determine the requirement to satisfy family housing needs on installations. The new HMAs are consistent with the policy of OSD that looks first to the private sector for availability of adequate housing for soldiers and their families. Shortfalls in categories of private sector housing necessary to support a spe-

cific installation's families become the basis for determining the family housing requirements that must be satisfied on each installation.

During FY02 – we started 20 HMAs, completed 21 (some started in FY01), and revised 2.

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General/Flag Officers Quarters Web site

The General/Flag Officer Quarters (GFOQ) web site at <http://housing.army.mil> is password protected and now fully operational. Installations submit their six-year GFOQ plans and prior year expenditure reports via the website to HQDA. This site now contains past year historical data on six-year plans and previously submitted expenditure reports. Upgrades also include e-mail notification if a specific report has been returned to the installation for additional information.

The General/Flag Officer Quarters residents and managers guides have been distributed to the field. These guides are also available on the GFOQ web site.

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HOMES upgrades to v12.02

The Housing Operations Management System (HOMES) has experienced numerous upgrades and re-engineering efforts since its conception in 1983. The upgrade to v12.02 is the last until the web housing system is deployed.

This upgrade includes fixes to system capabilities and enhanced features that affect inspections, facility status history, future terminations, area coordinator reports, and furnishings CTA. Two new features are

now available that permit easy identification and searching for handicap facility information and processing BOP, with a separate category code, for privatized facilities. Also this version is compliant with the 508 Handicap Law and it contains the most requested reports by all HOMES users, the 1410/1411 reports.

The HOMES help desk moved to the Army Housing Office at Fort Belvoir, VA, in June 2000. With budget cuts and the field users' ability to more easily learn to use HOMES to support housing business, calls are now fewer. The hours are 0800 – 1630 Monday-Friday. Although this causes an inconvenience for HOMES users in the Orient, help desk personnel have done their best to adjust hours as necessary to provide continued support. Frequent use of the help desk for HOMES and query support results in longer hours of operation. Call 1-800-368-1023 or e-mail <https://www/homeshelp.army.mil/>

The Army Housing Office is finalizing its decisions about a COTS web-based housing system that will accommodate both privatized and government-owned housing environments. Functionality will fully support commercial housing business and contain the more commonly-used features of HOMES. The 12.02 baseline is frozen and HOMES as it is will go away.

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Fort Benning barracks.



Update on Residential Communities Initiative and Army Family Housing

by Anton Tramp

The Department of Defense/Army goal is to eliminate all inadequate family housing in the United States by 2007 using a combination of: (1) traditional Military Construction (MILCON), (2) Basic Allowance for Housing (BAH) increases, and (3) privatization. In 1996, the Military Housing Privatization Initiative Act provided the military Services with the authorities to leverage scarce funds and assets to obtain private sector capital and expertise to operate, manage, maintain, improve and build military housing in the United States.

The Army's housing privatization program, known as the Residential Communities Initiative (RCI), is dedicated to building 21st Century, quality residential communities for soldiers and their families. The RCI program is built on partnerships with first-class private sector developers. To continue this momentum, the RCI program requires dedicated support from the government, private industry and the Congress.

RCI focuses on the total residential community (not just houses) and uses a Request For Qualifications (RFQ) acquisi-

tion process, which reduces time and costs for both the Army and private sector developers who participate. The RFQ process seeks to evaluate and award on the basis that the firm selected is the most highly qualified (based on applied criteria) to engage in discussions with the Army to create a mutually agreed upon business plan to meet the Army's requirements.

The Army's privatization program began with four projects and has expanded to 28 projects. These 28 RCI projects represent over 71,000 homes, equating to over 80 percent of the Army Family Housing (AFH) inventory in the United States.

Here is a summary of the first four RCI projects:

Fort Carson, CO. Includes the operation, maintenance and revitalization of 1,823 existing homes, and construction of 840 additional homes. The partner (J.A. Jones) assumed operations in November 1999 and has delivered 20 new and 40 renovated homes per month. The amenity package includes a community center, run-

ning trails, playgrounds, gazebos and basketball courts. As of 30 September 2002, 540 new homes and 771 renovations have been completed.

Fort Hood, TX. Includes the operation, maintenance and revitalization 5,622 existing homes, and construction of 290 additional homes. The partner (Lend Lease Actus) assumed operations in October 2001 and is currently in the initial five-year development phase estimated at \$266 million that includes construction of 974 new/replacement units and renovation of 4,600 existing units. The plan also calls for landscaping, jogging paths, recreational facilities and community centers. Thus far, over a dozen new homes have been completed and another 400 are currently under construction. Also, 96 major renovations to units have taken place with another 56 currently in progress.

Fort Lewis, WA. Includes the operation, maintenance and revitalization of 3,637 existing homes, and construction of 345 additional homes. The partner (Equity Residential/Lincoln Properties) ➤

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2003 Army Barracks Master Plan (BMP)

The Army Barracks Team, Facilities and Housing Directorate, is currently working on the next update to the Army's Barracks Master Plan (BMP) for the permanent party enlisted barracks modernization program. The OACSIM intends to update the BMP several times during the fiscal year with the next version focused on the Program Objective Memorandum (POM) FY2004-FY2009. These updates will allow for the incorporation of changes in the Defense Planning

Guidance (DPG), Army support of the program, conditions and the updating of investment strategies, requirements, costs, and priorities.

The upcoming version of the BMP will concentrate on installation specifics. This will require significant coordination with installations, regions and Major Commands. We anticipate publishing of the BMP to coincide with the FY04 President's Budget (PresBud).

The current May 2002 version of the BMP articulates the Army's plan to modernize the permanent party unaccompanied housing for enlisted sol-

diers using the funding and requirement details included in the FY03 PresBud. This Armywide master plan serves as the baseline for programming and planning, identifies the key assumptions and standards of the barracks modernization program, prioritizes revitalization, and sequences the funding stream for both MCA and Barracks Upgrade Program projects.

The foundation of the first plan was built on articulating the barracks modernization program assumptions, definitions, standards, current situation and our road map, by project, to meet the modernization goal of 2008. It focused on the ➤



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assumed operations in April 2002. In the initial 10-year development phase, the partner plans to build/replace 573 units and renovate 3,309 others. Currently, there are 108 new homes under various stages of construction. The Fort Lewis amenity package includes landscaping, jogging paths, play grounds, community and neighborhood parks, and community centers.

Fort Meade, MD. Includes the operation, maintenance, and revitalization of 2,862 existing homes, and construction of 308 additional homes. The partner (Picerne Military Housing) assumed operations in May 2002. The initial development phase is 10 years and includes demolishing and replacing 2,488 units, building an additional 308 units and major renovation of 112 units. To date, there have been over 300 major and minor housing renovations. The amenity package includes jogging paths, basketball courts, swimming pools and community centers.

In October 2001, the Army issued an RFQ to privatize the Southeast Group family housing at Forts Bragg, NC, Campbell, KY; Stewart-Hunter Army Airfield (HAAF), GA; and Polk, LA.

The **Fort Bragg** project was awarded to Picerne Military Housing in May 2002. Currently, Picerne and Fort Bragg are in discussions to develop the Community Development and Management Plan (CDMP) that will address the operation, maintenance, renovation, and replacement of the existing inventory (4,744 houses) and new construction at Fort Bragg. Besides working on the scope of the initial development plan during the CDMP, they will also refine the proposed amenities package that includes community and recreation centers, swimming pools, basketball courts and jogging trails. The projected date that the partner will assume operations is June 2003.

The **Fort Campbell** project was awarded to Actus Lend Lease in August 2002. Currently, Actus Lend Lease and Fort Campbell are in discussions to develop the CDMP that will address the operation, maintenance, renovation and replacement of the existing inventory (4,240 houses) and new construction at Fort Campbell. The initial proposal under consideration is to demolish, replace and build 1,900 units and renovate 2,019 existing units in the first phase of development that will take 10

years. Besides working on the scope of the initial development plan, both parties are working to refine the proposed amenities package that includes community centers, a swimming pool, sports fields, basketball/tennis courts, skate board park, community parks and jogging trails. The projected date that the partner will assume operations is September 2003.

Fort Stewart/Hunter Army Airfield (HAAF) project (2,927 existing units) is currently in the last stage of solicitation. The expected award date is November 2002.

Fort Polk (3,648 existing units) will complete its solicitation process in December 2002 and will be awarded a development partner shortly thereafter.

In December 2001, The Army issued an RFQ to privatize the housing in California including Fort Irwin, Parks Reserve Forces Training Area and Moffett Community Housing; and Presidio of Monterey and Naval Postgraduate School.

The **POM/NPS** project (a combined Army/Navy project of 2,268 existing houses) was awarded to Clark Pinnacle Family Communities LLC in July 2002. Currently,

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total Armywide program status in the charts and graphs.

The current version of the Army BMP, as of May 2002, is available on the OAC-SIM Hot Topics internet web page located at <http://www.hqda.army.mil/acsim/home-page.shtml> or directly at http://housing.army.mil/uph_plan.htm

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By providing excellent enlisted single-soldier housing and barracks complex

facilities, the Army plans to improve the well-being of our military personnel. Through revitalization and modernization, the Army is repairing, upgrading or replacing our barracks facilities, as well as supporting infrastructure to modern standards, in a systematic way. These programs focus our scarce resources on obtaining the greatest benefits.

Finally, we are maintaining the Army Housing website, <http://housing.army.mil>, which is the main source of housing information for housing managers worldwide. This site includes access to the Business Occupancy Program (BOP) website (password protected) which gives

monthly updates to the occupancy of family housing. Additionally, the Basic Allowance for Housing (BAH) is updated as it becomes available.

We are also in the beginning process of developing an on-line family housing "community." Under the BOP site, we are compiling contact information on housing managers throughout the world.

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both parties (Army is lead agent) are in discussions to develop the CDMP that will address the operation, maintenance, renovation and replacement of the existing inventory and construction at these installations. The expected date that the partner will assume operations is July 2003.

The **Fort Irwin/Parks Reserve Forces Training Area/Moffett Community Housing** project was awarded to Clark Pinnacle Family Communities LLC in September 2002. Currently, both Clark Pinnacle and Fort Irwin (lead agent) are in discussions to develop the CDMP that will address the operation, maintenance, renovation, and replacement of the existing inventories and construction at the three installations. The initial proposal is to build new/replace 2,127 units and renovate 1,125 units in the first phase of development that will take 7 years. Both parties will also refine the proposed amenities package that includes community centers, swimming pools, sports fields and jogging paths. The expected date that the partner will assume operations is October 03.

In January 2002, The Army issued an RFQ to privatize the Northeast Group housing at Fort Hamilton, NY; Picatinny Arsenal, NJ; Walter Reed Army Medical Center (WRAMC), DC; and Fort Detrick, MD.

The **Fort Hamilton** project was awarded to Hudson Fort Hamilton LLC in September 2002. Currently, The Army and Hudson are in discussions to develop the CDMP that addresses the operation, maintenance, renovation, demolition and partial replacement of the existing inventory (436 houses). The expected date that the partner will assume operations is May 2003.

The **Picatinny Arsenal** (116 houses), WRAMC (221 houses) and **Fort Detrick** (173 houses) projects are scheduled for award to a development partner this year.

In January 2002, The Army issued an RFQ to privatize the Virginia Group housing at Fort Belvoir, Eustis, Story and Monroe. There will be two separate awards resulting from this solicitation: Fort Belvoir and Forts Eustis, Story and Monroe.

The **Fort Belvoir** project was awarded to Clark Pinnacle Family Communities, LLC in September 2002. Currently, The Army and Clark are in discussions to develop the CDMP that addresses the operation, maintenance, renovation, and replacement of the existing inventory (2,070 houses) and new construction.

The **Forts Eustis/Story/Monroe** (1,115 existing units) project is scheduled for award to a developer this year.

In November 2002, The Army will issue an RFQ to privatize family housing in **Hawaii**. An RCI Industry Forum and installation site tours were held in August 2002. There will be one award from this solicitation, and the project will include over 7,700 houses. Transfer of assets/operations for this project is expected to occur in 2004.

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PWD



Fort Carlson development.



ERDC and Installation Transformation

The seven laboratories within the U.S. Army Engineer Research and Development Center (ERDC), Corps of Engineers, support all facets of Army Transformation. ERDC's Construction Engineering Research Laboratory (CERL) leads the Fort Future effort, which develops tools to model and simulate installations for making smart decisions to accommodate the evolving force. With the urgency to begin transforming our installations now to align with future budget cycles, CERL has restructured to form a team dedicated to Fort Future. This issue of Public Works Digest includes an overview article on Fort Future along with short summaries of tools already being fielded. More information will be presented during sessions and at ERDC's exhibit at the DPW Worldwide Workshop in December.

Fort Future: planning tomorrow's installations

by Dr. Michael Case



Dr. Michael Case

The Army's installations must be transformed to support new requirements of the Objective Force while continuing initiatives to modernize and sustain the current infrastructure. Already faced with major challenges in addressing substandard facilities with limited funds, we must now plan to house, train, and deploy our transformed units. Installations must be prepared to accommodate the new force structures as they emerge to ensure no compromise to readiness.

Added to these major imperatives are new mandates to be sustainable, to afford adequate force protection, and to comply with an ever-expanding list of environmental regulations. The complexity of these issues, and the urgency with which installations must transform, led Army leadership to create the Fort Future initiative.

The key objective of Fort Future is to provide tools to model, simulate, assess, and optimize installation capability to support the Objective Force. Users of Fort Future, at the installation, regional, or national level, will be able to set up planning scenarios, conduct dynamic analysis over a period of up to 30 years, and compare scenario results.

Fort Future will:

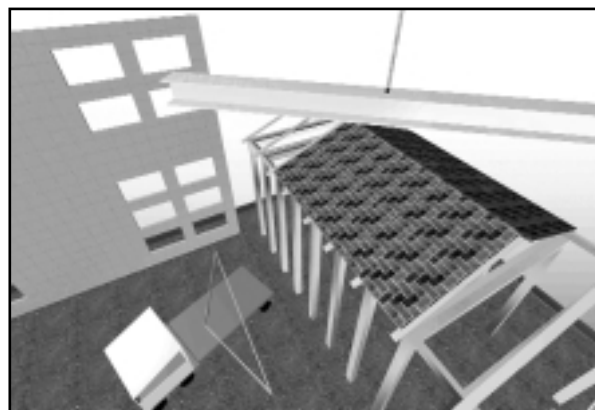
- Provide an integrated sustainability planning capability to support installation requirements analysis, master planning, and natural and cultural resource planning.
- Simulate and optimize planning for force projection. Metrics will focus on risk-based evaluation of an installation's ability to project forces over time.
- Simulate urban and regional growth around installations as a foundation for analysis of mission sustainability. Factors to be evaluated include encroachment, noise, traffic congestion, habitat, and threatened and endangered species.
- Manage facility requirement to rapidly generate, visualize, and analyze facilities for the Objective Force. The analysis will include force protection and sustainability issues.

The U.S. Army Engineer Research and Development Center (ERDC) is leading Fort Future's research and development for the newly created Installation Management Agency (IMA) under the Assistant Chief of Staff for Installation Management

(ACSIM). Fort Future will be a system-of-systems that unites existing and new computer models to form a virtual installation.

Building on currently available and planned Standard Army Management Information Systems (STAMIS) that provide a snapshot of the present, Fort Future will exploit modeling and simulation (M&S) technology to help decision-makers explore alternatives. Modeled after the approach used in developing the Future Combat Systems, this process will allow planners to "try before you buy."

IMA and its regional centers will be doing much of the early modeling studies using Fort Future's tools as they become available. Ultimately, the goal is to support all levels of users, including installation master planners, in making smart



Modeling and simulation to match facilities and training ranges with projected needs will afford smart choices before committing to one approach. (Photo Credit: Integrated Facility Engineering, Stanford University)



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Initial requirements for Fort Future were identified in an Installation Transformation Game in December 2001.

investments for the infrastructure in conjunction with ongoing efforts in each line of operation for Army transformation. Beyond that, the goal is to use these tools to develop a more effective approach to managing installations.

Some of Fort Future's tools are already being fielded (please see sidebars to this article). Others are under development, with a recent request by Army leadership to fast-track the suite of products for completion by 2004.

One of the drivers setting Fort Future's direction was an "Installation Transformation Game" held in December 2001. Participants included senior leaders from across the Army, Navy, Marine Corps, Air Force, Office of the Secretary of Defense, other federal agencies, academia, professional societies, and industry. The game encouraged "out-of-the-box" thinking to address key challenges likely to face installations, not only for the initial roll-out of the Objective Force, but also as materiel systems, doctrine and training requirements evolve over the next 30 years. A second game will convene during spring 2003 as a follow-on to the first effort.

Another concept that emerged in the past year and that may have a significant impact on the way installations transform is the Installation Battle Laboratory (IBL).

Traditionally, Army leaders have set up battle labs to bring innovation to warfighting doctrine, breaking out of long held stovepipes and fostering creative ideas for battlefield strategy. The proposed IBL would provide ACSIM with a:

- Quick response capability to handle urgent issues and proposed changes to standard operating practices.
- Testbed for organizational change: "Test before you invest."
- Platform to develop and explore solutions outside traditional "rice bowls."
- Mechanism to integrate installation support requirements from other stakeholders (DCSOPS, MACOMs, etc.)
- Means to define, create and test evolving concepts for the Fort of the Future.

For more information about the IBL concept, see p.30.

For questions about Fort Future, please contact Dr. Michael Case at ERDC-CERL, (217) 373-7259, e-mail: michael.p.case@erdc.usace.army.mil

Dr. Michael Case is Special Projects Officer for Fort Future at ERDC's Construction Engineering Research Laboratory in Champaign, Illinois.

PWD

Fort Future's Tools: Anti-Terrorism Planner

When the concept for Fort Future emerged about 2 years ago, force protection was included, but was not a priority. With the terrorist attacks of Sept. 11, 2001, the need to protect our soldiers and installations became paramount. Force protection now is a major part of every other planning activity under Fort Future.

Previous acts of terrorism against U.S. forces had led the ERDC Geo-Technical and Structures Laboratory to develop Anti-Terrorism (AT) Planner. Research that produced this tool saved lives during the Pentagon attack because the renovated wedge that was hit had blast hardening and mitigation technologies recommended by ERDC. The main lifesavers in that event were blast-proof windows and reinforced walls. AT Planner, however, addresses all types of security procedures and technologies available to avert injuries to military personnel and facilities.

AT Planner currently is being used to assess more than 500 military facilities worldwide for the Joint Chiefs of Staff (JCS), embassy facilities for the State Department, and key facilities worldwide for the U.S. Central Intelligence Agency. AT Planner was also used to develop security plans for the U.S. Capitol complex and to assess vulnerabilities at the Pentagon for the JCS.

Development of the system is continuing to incorporate the most powerful, physics-based, 3-D visualization tools to assess multiple threats to the various facilities being modeled under Fort Future. AT Planner will be integrated with other systems, including Building Composer (see related article in this issue).

For more information, please contact Dr. Reed Mosher at ERDC-GSL, e-mail: Reed.L.Mosher@erdc.usace.army.mil.



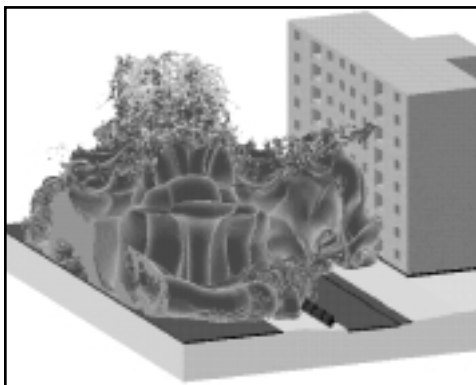
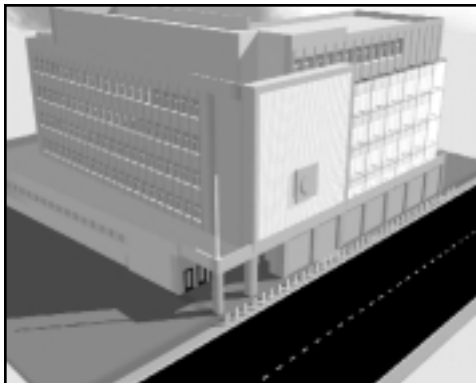
Fort Future's Tools: Building Composer

Facilities to support the Stryker Brigade Combat Team and Object Force must be expedited to coincide with the units' activation. In this fast-forward mode, how will the Army ensure that new facilities are both functional and sustainable? How do you know, for example, that a building with sensitive electronic diagnostic equipment can withstand a unique seismic environment? Can it be that way with minimal energy consumption and without pollution? What about possible blast effects?

A tool called Building Composer gives planners a modeling capability that allows customer-specific criteria to be input and tied to the facility model. That means if you need to design a maintenance shop for a new type of vehicle, you can feed in the specific requirements and build a 3-D model to show important spatial relationships – like whether the engine can be accessed easily with the proposed building layout.

Components of Building Composer include Criteria Composer, which allows users to create an architectural program that suits their needs; Layout Composer, which generates a 3-D conceptual facility design; and various discipline-specific Design Wizards, which provide for integration of commercial off-the-shelf tools. Building Composer will be integrated with other systems being developed under Fort Future, such as force protection models.

For more information, please contact Ms. Beth Brucker at CERL, (217)-352-6511, email: Beth.A.Brucker@erd.c.usace.army.mil.



Appropriate force protection measures can be selected and modeled in AT Planner.



Fort Future models different scenarios for utility systems (fuel, power, water) to determine ability to support a deployment.

Fort Future's Tools: mLEAM models, predicts encroachment

In modeling installations for the Objective Force, a critical question is whether the existing geographic site can sustain a realistic training capability given new weapons, habitat issues, noise, and many other considerations in the face of urban growth and public influence.

The military Land-use and Impact Assessment Model (mLEAM) is a simulation and modeling tool that projects land-use changes in areas adjacent to installations and then evaluates the impact on the ability to train and test on installations over the course of 50 years.

mLEAM is important to develop and test area land development policy scenarios that can help mitigate conflicts between inside and outside the fence line interests. Testable policies include location of major highway construction, zoning options, development of permanent open areas, changes in property ownership, and transfer of certain property rights.

mLEAM has been applied at Fort Benning, GA, to analyze a proposed site for a new digital multi-purpose range. Based on the findings, which showed potential community problems due to noise, the position of the range was shifted.

For more information about mLEAM, please contact Dr. Jim Westervelt at CERL, (217) 352-6511, e-mail: j-westervelt@cecer.army.mil.



Installation Battle Lab: change agent for Transformation

by Dana Finney



Dana Finney

The only thing that hasn't changed for DPWs in the past 15-plus years is the mandate to change. And now, with the need to transform installations to support the new force structure, while continuing to improve existing facilities, it's clear that traditional ways of doing things will not get the infrastructure where it needs to be by 2008. Exactly how are all these changes going to happen?

The Assistant Chief of Staff for Installation Management (ACSIM) created the Fort Future initiative to help planners visualize what needs to be done on installations using modeling and simulation tools. Much like the Future Combat Systems development, Fort Future's system-of-systems allow the Army to "try before you buy" with respect to the facilities and training ranges needed to accommodate new requirements.

However, the questions remain – how do the installations make sweeping changes within current budget and acquisition constraints, what is most important, and how do we get there from here. The DPW's job, always critical to the mission, has never been more important than now.

An Installation Transformation Game convened in December 2001 to identify the direction for Fort Future's research efforts. During this event, a recommendation was offered that the Army establish an Installation Battle Laboratory (IBL) to help spearhead changes that must happen on installations, and quickly. The concept follows that of the war fighter battle labs, which were created to help Army leadership think "out of the box" when devising new doctrine. Conventional stovepipe decisions

had come to recommend only modifications to existing battle doctrine. The goal of battle labs was to encourage new ideas and bypass the normal organizational hierarchy to produce quick results.

Similarly, innovation is essential to achieving Army Transformation, including installations that will support the future force. The battle lab concept involves experimentation and simulation, which drive the Army's weapons system development. The IBL would play the same role in installation transformation. In effect, the IBL would champion a new way of doing business that includes rapid response; scientific analysis; test and demonstration prior to buying; long-term planning; use of powerful visioning tools, and creative, holistic thinking by the many stakeholders.

Facility operation and maintenance requirements would be included in decisions, effecting a new way of managing our installations for the future. Such business processes, coupled with the new Installation Management Agency (IMA) under ACSIM, will provide quality facilities for soldiers in the future and avoid the break-and-fix paradigm that resulted from inadequate maintenance and repair funding.

The IBL has been approved in concept by ACSIM. The proposal for this battle lab departs from the standard type of entity in that it calls for a virtual team. Players would include the new regions established under the IMA, Corps of Engineers Districts, Divisions and laboratories, installation customers, and other stakeholders. The group would serve as a "think tank" that collaborates to brainstorm new ideas, experiment to test emerging technology, and validate the tools that come out of the Fort Future effort. The overall goal is to help installations manage the unprecedented changes coming along with Army transformation.

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Under the Installation Battle Lab concept, experts and stakeholders would collaborate to determine what is required to transform installations.

Submit your articles and photographs to the *Public Works Digest*

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HALO: tool to manage lead and asbestos

by Angela Dickson

Older buildings. Lead paint. Asbestos. These are a few of the problems encountered by installation managers at Army posts around the world. One solution for these challenges is HALO - the Hazardous Asbestos and Lead Optimal Management Program - an invaluable tool for facility managers who need to track and interpret information about lead and asbestos hazards.

Developed by the U.S. Army Engineer Research and Development Center's Construction Engineering Research Laboratory (ERDC-CERL) with funding from the Army and Navy, the program is an easy-to-use tool for collecting and analyzing lead and asbestos data, and for creating management plans with tables that show priority areas for abatement.

"Anyone with large housing or apartment complexes can benefit from using HALO Management Program because it follows EPA and HUD guidelines," said Robert Weber, ERDC-CERL researcher.

Reports produced from the HALO system are required by state and federal

agencies including the U.S. Environmental Protection Agency (EPA) and Department of Housing and Urban Development (HUD). Also, the user can modify "action levels" if local standards are more protective. Reports can provide data that summarizes the installation or that is specific to an address, identify hazard potential and response priority, recognize hazard control options, and supply on-going monitoring schedules.

The program also generates the lead hazard disclosure report required by Title X—The Residential Lead-Based Paint Hazard Reduction Act. This form is populated with any information contained in the database for that particular housing unit. Worker exposure and training are tracked. The section of the National Institute of Building Sciences handbook for handling specific materials with asbestos or lead-containing paint can also be printed from the program.

The HALO program is flexible. It accepts data from previous inspections, surveys, and risk assessments. The data can be single-sample or composite-samples. An appending routine is included to allow for the inclusion of future surveys and assessments.

With studies showing soldiers considering quality of life issues critical in their decision to re-enlist, Senior Army leadership recognizes the importance of its installations. "The performance of our soldiers is directly tied to the effectiveness of our installations. Our soldiers are trained, equipped, and sustained there. They live there. Their families live there. Installations are the foundation of the force," says Thomas E. White, Secretary of the Army.



HALO generates installation asbestos management plans, which include remedial actions to be taken.

An ongoing initiative to provide soldiers and their families with adequate housing alone will cost the Army over \$6 billion through 2007. In the meantime, installation managers can rely on the HALO Management Program to standardize the collection and analysis of lead and asbestos data, develop hazard management plans, establish interim and long-term hazard control strategies, and provide guidance in the overall management of lead and asbestos.

The latest version is now available at no cost on the CERL website at <http://www.cecer.army.mil/painter1/HALO.html>. "We are pleased with the capabilities that we built in to the latest version," Weber said. "They include data storage on a network drive, varying security levels so that some can only access report capabilities while others can modify the data tables, access from your desktop PC, and the data input screens are streamlined and easier to use." The final version of the users manual is also included on the Web page.

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PWD



Much of the infrastructure built at installations before 1978 still has lead-based paint as the coating.



LRD ISO getting ready to board the Transformation train

"There's a big train coming!" said John Grigg, Installation Support Program Manager for the Great Lakes and Ohio River Division (LRD).

The train is called *Transformation- of the Fighting Forces, of Installation Management (TIM)*, and of USACE *Installation Support (TSI)*. This is the most substantial change in the Army in more than three decades, and it is on the way while the Army is engaged in the war on terrorism and facing a BRAC (EFI) in 2005.

As the management responsibility for installations moves from the MACOMs to the new Installation Management Agency (IMA), an opportunity exists for USACE to step in and fill the void left by the departing MACOM expertise. While IMA is standing up, the day-to-day routine of installation management will continue, and the DPWs will depend on their servicing Districts to help.

"This Transformation Train has a full head of steam, and probably won't even slow down at the USACE station. We'll have to be running as fast as it is to catch it," Grigg continued.

Enabling Transformation

In addition to providing routine technical and engineering services to OMA customers, Grigg and his team of both full-time and virtual players have anticipated the emerging requirements of IMA, hoping



John Grigg spends some time with Bobby Lambert of Louisville District's Mapping and Survey Section to explain how to access Fort Campbell's GIS through the Internet.

to get a running start before the train arrives. These FY02 projects will enable customers to attain objectives of the TIM initiative:

Standards. Most of LRD's customers have requested assistance in developing Technical Design Guides (TDGs) and Installation Design Guides (IDGs). LRL hosts the Fort Campbell TDG and IDG on the LRL web site, and this electronic version is the only authorized version. For Fort Knox, the ISO developed a template for a TDG with links to web sites such as the Unified Facilities Guide Specifications.

Database Integration. DPWs are required to track facilities projects from "cradle to grave". As acquisition and execution methods have become more flexible, facilities project data is overwhelming the systems available to manage this data. The LRD ISO has established a multi-disciplined team from around the Army, DoD, and private industry to tackle the problem. Based on the anticipated requirements of ACSIM's GIS-Repository (GIS-R), the "BAZOPS Team" is using Fort Campbell as model to prototype a GIS-based enterprise database that will integrate Standard Army Management Information Systems (STAMIS- such as IFS, ISR) with local databases. The final phase of this program will be to interface these Army databases with USACE databases.

Knowledge Sharing. The LRD ISO operates under the adage that someone in the installation support community has "been there- done that", regardless of the issue. Knowledge Management (KM) is a discipline embraced and endorsed by the federal government and industry worldwide. Within the constraints of ADP security, LRD's ISO Program capitalizes on the vast tacit and explicit body of knowledge existing in the installation management com-

munity of practice.

Some KM successes in FY02 include:

- Migration of Installation Knowledge Online (IKO) to a web portal platform.
- Collaboration with FT Sam Houston to establish an Enterprise GIS benchmark.
- Participation with FT Lewis PWBC to implement CMS module of IFS.
- Working with the ACSIM and the FT Lee Software Development Center to develop standard queries for IFS.

"A major part of the TIM initiative is to ensure a high quality of services across all Army installations, and I think that can happen only by erasing some artificial boundaries. The concepts of virtual teaming and partnering have got to prevail," said Grigg.

Integration with OMA customers

In FY02, several LRD IS initiatives helped to blur the boundaries between Louisville District and their DPWs. LRD also worked with the lead MSCs to develop a Program Management Plan for the USACE Liaison Position to the IMA Regional offices. Here are some of the key FY02 efforts made to ensure "*installation support [is] embedded seamlessly throughout the organization*":

Personnel. PM-Forwards for Forts Knox and Campbell continued to build on their strong relationships formed over the past several years. PM's working with other installations, such as Detroit Arsenal and Bluegrass Army Depot, used LRD ISO Checkbook dollars to assist in the development of OMA projects that came back to LRL for execution.

Customer Satisfaction. The LRD ISO facilitated the establishment of a PM-Forward position at Rock Island Arsenal (RIA) that is 80% reim-



Transatlantic Programs Center team juggles multiple tasks successfully

by Margaret A. Jones

Since the onset of *Enduring Freedom*, the project delivery team of the Kuwait Installation Support Office (ISO) has distinguished itself as a "can do" team in support of Central Command (CENTCOM). Juggling multiple priorities and taskings has been the order of the day.

The mission environment is complex and constantly changing because the team is in direct support of the soldiers on the front line. The strategic focus of the ISO project is:

- Providing service to our forward deployed military's engineering needs.
- Satisfying the customer.
- Building the team.

Providing responsive on-the-ground resources focused on the customer as well as leveraging the Transatlantic Program Center (TAC) and other USACE CONUS/OCONUS resources are how the team successfully executes customer requirements. Becoming an integral part of the base engineering team helps ensure that critical time is not wasted developing requirements.

The mission is to provide rapid response to customer engineering, construction management, contracting and other Base operations BASOPS requirements. The capability of the team is divided into five

areas:

- Design – field expedient design plus engineering and initial project scoping for full service design by others.
- Technical support.
- Quality assurance services.
- Contracting – both construction and services.
- In-theater access to full spectrum CE capabilities.

The projects directly impacted by the IS funding were the ARCENT headquarters building, electrical and communication grids for the various remote training sites (Kabals) as well as latrine and shower containers for the Kabals.

Without this additional funding, we would not have been able to provide an on-site project manager who was able to constantly coordinate with the Army to help them definitize their broad vision for the headquarters building as well as coordinate the multiple transformations that took place while this design/build project raced its way to completion.

The scope was to take a warehouse and transform it into a "state of the art" command center in ninety days. The contractor skillfully coordinated three round-the-clock shifts to meet this timeline.

This is a success story that speaks high-

ly for all the players involved.

This Installation Support Office is probably the most unique office in this arena because of the location of our customer. They are truly on the front lines, because the projects that they execute, directly impact the success or failure of the Army's Mission.

The coordination provided by the IS dollars enable the successful execution of a number of communication and power grids in the Kabals. These sites are used for training purposes and for possibly front line defense should the need arise.

In addition to the technology enhancement that these dollars help to execute, they also help to provide an acceptable standard of living for those soldiers deployed on the frontline. The intent of the latrine and shower trailers does just that.

These dollars also help to support the backbone of the Installation Support office (ISO) in Kuwait by providing dollars for funds management back at CETAC, which is crucial to the success of any endeavor. Our goal is to become the premier public engineering organization. These IS dollars are helping us attain that goal.

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bursable. Funding for USACE Installation Support to the Arsenal was discontinued in FY03. The Rock Island DPW, Jerry Sechser, was so satisfied with the value added to his organization by the current PM-Forward, Perry Hubert, he agreed to fund part of Mr. Hubert's salary for FY03. LRD will provide the remaining 20%.

Co-location. The LRD ISO participat-

ed in establishing a joint PWBC / LRL "collaboratory" by sharing costs and coordinating the upgrade of LANs, IT equipment, and telecommunications systems. The ISO is working to establish a knowledge center that will be used by FT Campbell, LRL, LRD and Contractor personnel.

Partnering. IS funds were used to sponsor partnering meetings with customers. These sessions, facilitated by a consultant, result in continuous

process improvements in accordance with the USACE PMBP.

"For the LRD ISO," concluded Grigg, "FY03 is full of challenges and uncertainty. Our intent is to stay loose and make sure we catch that Transformation train with the rest of the team."

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PWD



Northwestern Division makes great strides supporting installations

by Erik Blechinger

In FY02, Seattle District received \$16.1 million in reimbursable funds for projects at Fort Lewis, and managed 65 new contract awards totaling \$22.3 million. In the 4th quarter alone, they awarded 31 contracts and task orders totaling \$12.1 million.

In comparison, the Public Work's FY02 budget for maintenance and repair projects was \$26.9 million.

Notable accomplishments of FY 02 include:

- Advertising and award of a new \$60M job order contract.
- Substantial completion of the \$26M QOLE,D barracks renovation.
- Award of the \$5.7M wastewater treatment plant upgrade (EUM) project.
- Design of \$10.2M in access control point upgrades.
- Award of the Madigan, DuPont, East Gate and Yakima Training Center gate upgrades.
- Rapid execution of numerous facility and utility upgrades projects to support an accelerated schedule for fielding the first Stryker brigade.

In Omaha District, the PM-Forward was tasked by the Fort Carson DPW to provide assistance in developing eleven DD 1391s for the FY05 MILCON program in mid-December. The tasker was further complicated due to the fact that it came during the Continuing Resolution Authority (CRA) budget period. With help from the Northwestern Division (NWD) IS Office and USACE Installation Support Division Office, IS funds were made available for Omaha and Huntsville to provide the services in developing the DD1391s.

In addition to this, Northwest Division provided their DD1391 certification team in

support of the developing the large number of DD1391s. In the end, with all this support, the DPW was able to make their DD1391 7 January 2002 submission date.

The Kansas City District made great strides at Fort Riley with respect to planning and design. The DPW recognized significant improvements in the planning processes through the use of charrettes and funded a Digital Multipurpose Training Range and Maintenance Facility Revitalization out of Fort Riley OMA account.

In addition, we used IS checkbook funds for a Company Operations Facility Renovation planning/justification charrette and, for the first time, funded a planning charrette for an OMA funded project to renovate a historic building.

The Fort Riley PM Forward labor funding also provided direct project management for design and/or design build through award for East Spurs Lights, Riley's Conference Center renovation, Whitside Railyard Repairs, Bridge the Gap motor pool cranes, Building 200 renovation, Company Operations facility charrette and Building 211 charrette as well as follow up project management for the traffic lights, Funston drainage and the lift stations.

In addition, ISO checkbook funds provided Real Estate actions for the Cellular Tower Lease and the Manhattan Airport Deployment Ramp MOA and Lease.

The PM Forward at Fort Leavenworth also had a busy year. In addition to providing project management services to several MCA projects, he also had involvement in many charrettes on the installation. These include the very successful planning charrette to construct a new Battle Seminar Facility with a Current Working Estimate of \$12 million and the design charrette to validate the DD 1391 for \$8.8 million Saint

Ignatius Historic Chapel replacement, which was destroyed by fire in December of 01.

The District also used ISO checkbook funds immediately after the fire to send a structural engineer to the installation for a site visit to determine the structural integrity of the portions of the church the installation desired to salvage. The Kansas City District also awarded over \$6.0 M in task orders under the job order contract.

The past fiscal year has been a growth period for the DPW and a new PM Forward at Fort Leonard Wood. On top of providing project management services to several MCA projects, we conducted on-site review and certification of seven DD1391s prior to April 02 PRB. The PM Forward was instrumental in assembling the team to support this action.

We also got quite a jump on the installation's FY 06 programming requirements, completing all MCA planning charrettes in FY 02. Year-end became especially busy when additional IS funds became available. We executed contracts to provide the installation with the following products: Space Utilization Study, Summary Development Plan Update, GIS professional services, and Surveying efforts, all within the last few weeks of the FY.

From the Division ISO perspective, we participated on the team that developed the USACE liaison to the Northwest Regional Office of the Installation Management Activity program management plan, position description, crediting plan, and selection plan. We briefed these to the senior leaders in POD, LRD, NWD, SPD, SWD, NAD, SAD, and HQ USACE, which resulted in many MSCs adopting these documents for use in their respective region. We also assumed the project management role for MILCON programming. ➤



Partnership key to success between Corps, Pine Bluff Arsenal

by Valerie Buckingham and P.J. Spaul

Pine Bluff Arsenal boasts no heavy divisions or even light brigades. Nonetheless, research and production missions critical to the success of the U.S. Army are underway here every day. To keep things running smoothly, a close partnership is required between arsenal leaders and the engineers who build and help maintain the specialized facilities.

In fact, such a strong partnership exists between the arsenal staff and the Little Rock District of the Army Corps of Engineers, that the Little Rock District was listed as number one in customer service throughout the entire U.S. Army Corps of Engineers, according to the results of the Corps' 2001 Military Customer Service surveys.

"Teamwork, creativity and problem solving are at a high level because of the commitment and shared goals embraced by our project management team and the arsenal staff," said Ed Watford, deputy district engineer for the Little Rock District.

But just how did these shared goals develop and make this partnership click?



Artist's rendition of the non-stockpile munitions facility being designed by Little Rock District for Pine Bluff Arsenal.

First, it helps to know that Pine Bluff Arsenal is home to laboratories, production, storage, and demilitarization facilities that make it a leader in research and production of pyrotechnic munitions mixes, chemical and biological defense for soldiers, domestic preparedness and environmental management.

Pine Bluff Arsenal was established in 1941 to load incendiary bombs and was expanded during World War II to manufacture, load and store war gases and to fill smoke and white phosphorus munitions. A biological weapons mission was added in 1953 and continued until 1969.

Selected as the sole site for the Binary Production Facility in 1978, the program was active until 1990. A unique project for disposal of obsolete agent BZ was initiated in 1980 and spanned a decade. The arsenal remains the second largest stateside storage site for the nation's chemical stockpile, which is scheduled to be destroyed.

It doesn't hurt to know that the Little Rock Engineer District has been in existence since 1881 and covers a large portion of Arkansas and southern Missouri. The district has both military and civil missions. It supports Army and Air Force installations, and it manages civil water resources projects worth more than \$6.5 billion.

Little Rock District has supported Pine Bluff Arsenal since

its inception, but that partnership has evolved, especially in the past few years.

"In the past, most of the work we've done at the arsenal has been very large military construction projects," said Tony Batey, Little Rock District's project manager at the arsenal.

That work continues, such as the Child Development Center currently under construction. But over the past three years, Batey said the relationship between the arsenal and the district has grown to the point that Little Rock District is now more involved in the arsenal's day-to-day maintenance activities. In the past year, the district has been awarded 30 projects ranging from electrical to structural to architectural jobs.

"This has enabled us to work more closely than ever before," Batey said. "I believe that's one reason we've been so successful. Our relationship is the strongest it's ever been."

Larry Wright, executive assistant for Pine Bluff Arsenal, said the partnership was successful because of the people working on the team.

"The people and their attitudes make it very successful," Wright said. "If we have a concern about something, we don't hesitate to contact the Corps."

Wright along with Lee Bass, chief of Programs and Project Management Division, agree that people are a

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Finally, we successfully held our annual ISO conference 26-27 February in Las Vegas in conjunction with the Western Military Partnering Conference.

It has been a very productive year for the NWD IS program. Many new partnerships were formed and much was learned. We look forward to an even more successful year next year.

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Erik Blechinger is the Chief, Installation Support, at Northwestern Division. **PWD**



Little Rock rates first in military customer satisfaction

by P.J. Spaul

Little Rock District earned the Corps' top scores in the Military Customer Service Survey thanks to its satisfied Army and Air Force customers. Little Rock's military construction area covers the state of Arkansas, and the district provides regional support to other districts and customers.

The district has very active military construction programs going, especially Pine Bluff Arsenal and Little Rock Air Force Base.

For example, at Pine Bluff Arsenal, the district awarded a contract in June for construction of a new 22,000-square-foot childcare facility. Once completed, it will provide space for 5 infants, 9 pre-toddlers, 13 pre-schoolers, and 50 school-age children. A modern childcare facility will improve quality of life for the arsenal's soldiers and employees. Construction is scheduled for completion in January 2004.

Little Rock is assisting the arsenal with support facilities for the chemical demilitarization plant being constructed there by the Corps' Huntsville Center. The district is also in early design stages of a facility that will allow for destruction of non-stockpile chemical warfare material stored at the

arsenal, and contracts have been let for a new Chemical Defense Quality Evaluation Facility.

On the drawing board for the future at Pine Bluff Arsenal are a proposed Department of Defense vaccine plant and a white phosphorus production facility recapitalization.

At Little Rock Air Force Base, there are more than \$73 million in design and construction projects underway by the district. Projects include two new squadron operations facilities, a new fitness center, a fire rescue station and several projects related to the new C-130J bed down program.

Little Rock District has a long history that dates back to 1881. Little Rock is a full service district with both civil works and military missions. The district's civil works boundaries cover southern Missouri and most of Arkansas and include parts of the Arkansas, White and Little River basins. The district operates and maintains 24 dams, 7 hydroelectric plants, 185 parks and other facilities cost that \$1.3 billion to build during the past 50 years. That construction would cost \$6.5 billion at today's prices.



Little Rock District designed and constructed this Air Traffic Control Tower for the Air Education Training Command at Little Rock Air Force Base. (Photo by David Virden)

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key element. This means going a step further whenever possible. Batey attends regular staff meetings of the arsenal's leadership to stay abreast of current issues and needs. Bass also pointed out that employee development is important. He noted that the same team cannot keep doing the same things forever. Cross training is necessary.

"We try to keep the customer involved in the development of our employees," Bass said. "Customers recognize that the Corps staff is well trained, and as a result,

customers are more willing to listen to our suggestions and ideas."

To maintain the same level of service the district has provided in the past, it must take advantage of its strong areas, and at the same time, look for constant improvement, Bass added. The district is utilizing the Project Management Business Process to accomplish this by establishing performance measures to help track successes and identify areas for improvement. Strategic communications strategies are being tapped so the district and arsenal keep each other abreast of meetings and ensure everyone is updated on changes,

setbacks, etc.

Batey points out that "after everything is said and done, customer satisfaction stems from just doing the little things" to help them. "Listen to them. Get their requirements. Be responsive. Do what you say you will," Batey said.

POC is Tony Batey, project manager, (501) 324-6966, e-mail: tony.j.batey@usace.army.mil

Valerie Buckingham and P.J. Spaul are public affairs specialists in the Little Rock District Public Affairs Office.

PWD



Technology Park at Fort Leonard Wood

Enhanced Use Leasing – A Case Study

by Ron Selfors

Great things have been happening at Fort Leonard Wood during the last few years. The installation was a winner in the Base Realignment and Closure (BRAC) in 1995. As a result, the Army's Chemical Defense and Military Police Schools moved here and joined with the Engineer School to form the Army's Maneuver Support Center (MANSCEN). We also have the largest joint service training mission in the Army and the second largest basic training mission.

The dramatic growth that these new missions have created for Fort Leonard Wood, combined with the tremendous short-fall in base operations (BASOPS) resourcing, required us to find new ways of doing installation business.

One of our most exciting innovations is our technology park initiative – a first in the Department of Defense. We have long-term leased 62 acres of non-excess land near our current industrial area on post to the University of Missouri System (UMS). UMS, in partnership with the Missouri Department of Economic Development, is the park developer and operator. They are attracting commercial, academic and government tenants to the park who are involved in one or more of the many technology areas related to MANSCEN.

Benefits to the Army are numerous. Most important is the opportunity for

greater synergy between the military, industry and academia. This helps us to better solve the many challenges associated with providing the Army with the best trained and equipped chemical, engineer and military police soldiers and units.

The park will also allow us to reduce our infrastructure over-head costs through utility sharing, and provide good job opportunities for family members. The number one quality-of-life issue identified by installation surveys has consistently been the need to improve spousal employment opportunities. This will immediately increase family income and provide soldiers and their families the opportunity to improve their quality of life in areas that are of greatest interest to them, such as housing, education, recreation, retail goods and services.

In the United States the two-income family is the norm. A 1997 study conducted by the Families and Work Institute estimates that nation-wide 78% of households with two adults have both adults working. Among all military families in the United States, the US Bureau of Labor Statistics finds that almost 58% of spouses work.

At Fort Leonard Wood, only 45% of families have two jobs. To meet the national spouse employment average, *over 850 jobs are needed*; just to meet the national military family average, *over 330 jobs are needed*.

Therefore, the technology park needs to generate substantially more jobs than these numbers. However, as the park is successful, there will be other economic development in the region that will also bring employment

opportunities.

We project that the initial park should create about *950 jobs* using UMS's successful research park in St. Charles, Missouri, as a model. Eventually the park may grow to about 250 acres and allow us to replace our current World War II wood warehousing and public works facilities with a latest technology, industrial operations facility.

The Fort Leonard Wood park gives UMS greater opportunities to transfer new technology from their research labs, provide work experience for their Rolla campus students and good, in-Missouri jobs for their alumni. UMS and the Missouri Department of Economic Development have each allocated \$2 million to fund initial park development. The park also provides a major boost to the regional economy and improves quality of life for everyone in the region. We have worked closely with the local communities and county to ensure their full support of the initiative.

This project is part of the Department of the Army's Enhanced Use Lease Initiative. Our Department of Public Works worked closely with the Kansas City District, Corps of Engineers, to develop the environment and real estate packages. Larry Meyer (Project Manager), Gary Dye (Real Estate), Alan Gehrt (Environmental) and Alice Edwards (Legal) made it happen.

UMS has already completed the first building in the park and construction of the second building will start this fall. This initiative is but one of a number of exciting projects we have on-going with our regional and state partners.

POCs are Ron Selfors, (573) 563-4004; and Larry Meyer, KCDE, (816) 983-3776.

Ron Selfors has been deputy garrison commander at Fort Leonard Wood since 1994.



PWD



Sustainability program momentum continues at Fort Bragg

by Lynda S. Phau

Less than 18 months after inception, the Fort Bragg Environmental Sustainability Program continues to gain momentum.

"We have had an incredible year," said Dr. Christine Hull, Long-Term Sustainability Planner. "Our strategic goals teams – nine of them – worked very hard to define and validate the goals adopted at our Executive Conference, establish short, intermediate and long range goal objectives, as well as develop specific means to measure achievements for each objective."

Although still in its infancy, the Environmental Sustainability Program has reaped early successes. A comprehensive five-year resource plan detailing areas where integrated planning will merge with existing Army and Fort Bragg projects and programs was completed this year. In addition, the installation's engineers have begun including the SPiRiT standards in requests for proposals (RFP) for design-build construction.

Future projects include, but are not limited to a demonstration of compress natural gas vehicles and refueling appliance

and development of a mulching program to divert trees and limbs from the landfill. Integration of existing environmental education and training programs will increase community awareness and stimulate participation.

Newly released figures for year-end shows Fort Bragg recycled 59 percent of its solid waste for the FY02. With the large amount of construction, demolition and renovation taking place on Fort Bragg, a tremendous amount of solid waste material is generated. Innovative and "green" thinking generated new uses for hundreds of tons of material that otherwise would have been buried in the landfill.

In FY02, Fort Bragg diverted 330,000 tons of dirt for use in erosion control projects; 75,000 tons of concrete was ground and used for roadbeds; and just under 5,000 tons of miscellaneous recycling materials such as aluminum, cardboard, newspaper, and brass was collected for resale.

"With the increased emphasis on waste management and landfill diversion, combined with the innovated thinking of our goal teams, we have achieved a 59 percent landfill diversion rate," said Paul Wirt, Chief, Environmental Compliance Branch. "That is a significant increase from the usual 18-20 percent diversion rate."

Over the last year, Fort Bragg successfully leveraged funding for several other projects directly related to these strategic goals. The Installation Design Guide is being updated to incorporate and reflect SPiRiT's sustainable design standards for construction, renovation and demolition. This project was coupled with a CERL-hosted

workshop to facilitate discussion on and development of Fort Bragg specific priorities and procedures for SPiRiT rating.

An innovative storm water management project is scheduled for design and construction in 2003, as well as a project to evaluate and monitor sedimentation in watersheds located in the training areas. A feasibility study was also completed for reclaiming the more than two billion gallons of treated wastewater discharged annually for use as non-potable irrigation water.

Taking the environmental sustainability concept beyond the Fort Bragg fenceline took a giant leap forward this past year with the formation of a partnership between the North Carolina Department of Environment and Natural Resources, and the Fort Bragg Environmental Sustainability Program. Currently, Fort Bragg sustainability program members are identifying stakeholders within the six counties surrounding the installation and are conducting one-on-one briefings on the concept of regional sustainability as well as building support for the Sandhills Regional Sustainability Program.

"The Fort Bragg Sustainability Program demonstrates how military installations can influence their own destiny through collaboration and active participation in identification, goal development and implementation of sustainable practices," Hull said. "Regional sustainability planning, in turn gives, the communities outside of our gates the unique opportunity to stand with other city and county planners and developers to present the needs of their communities and to ensure that our region continues to have productive futures as well."

POC is Dr. Christine Hull, (910) 396-3341, EXT 351.

Lynda S. Phau is the Environmental Resource Coordinator at Fort Bragg, NC.

PWD



Concrete grinding diverted roughly 75,000 tons of concrete from the Fort Bragg landfill. This and other sustainable practices helped the installation achieve a 59 percent rate on solid wastes.



Picatinny holds groundbreaking ceremonies for Armament Software Engineering Center and new housing area

by Myra Hess

Armament Software Engineering Center

Groundbreaking ceremonies for Picatinny Arsenal's Armament Software Engineering Center, took place on April 23, 2002, with TACOM-ARDEC (Tank-Automotive and Armament Command - Armament Research, Development and Engineering Center) Technical Director Michael Devine presiding.

The Armament Software Engineering Center will consolidate several dispersed functions into a 79,000 square foot, state-of-the-art, integrated design, development, and engineering facility for armaments and weapons digitization. The \$15.5 million project will significantly reduce infrastructure and program support costs while housing 235 government and contractor personnel.

The facility will consist of engineering laboratories and a high bay area capable of simultaneously supporting five vehicles – the Bradley, Abrams, Paladin, Mortar Fire Control System and the Towed Artillery Digitization System. It will allow government-contractor teams to develop, test, integrate and qualify weapon system software prior to fielding new software releases.

This project is necessary to provide the required facilities for performing the missions of the Life Cycle Software Engineering (LCSE) Center division at ARDEC, Picatinny Arsenal. The LCSE mission is to

support the embedded computer software for all of TACOM weapon systems, trainers and simulators. Currently no facility with this capability exists within TACOM.

This project will provide efficient and economic design, development, testing, configuration control, interoperability and field release of embedded computer software in Army TACOM weapon systems, simulators and trainers. The facility will house field units, test equipment, training devices, simulators, and support computers in laboratories, computer rooms, and high bay with engineering support spaces.

The current Life Cycle Software Engineering Center has no high bay capability and its engineering workspaces and laboratories are crowded with support computers and personnel. LCSE personnel currently support over six million lines of code. While this is expected to exceed support to 25 million lines by FY 2002, the current location and structural elements of the Center make expansion infeasible for both personnel and equipment; including battlefield automated systems, training devices and simulators.

Further, testing of embedded computer software is now fragmented and inefficient in that all functions cannot be tested simultaneously and only on an as-available basis. Related mission work is currently conducted at multi-government sites and multi-contractor locations throughout the United States.

The Army Corps of Engineers awarded the construction contract, at a cost of \$15.5 million, to D&K, Inc., Springfield, NJ, who worked with Jerome Groome, a project engineer from New York District Corps of Engineers.

The project will be ready for operation by December 2002.

New housing area

A ribbon-cutting ceremony was held last August for the addition of 29 new housing units for military families at Picatinny Arsenal.

TACOM-ARDEC Commander COL Larry C. Newman officially opened Picatinny's newest housing area, Spicer Village, consisting of 27 three-story townhouses plus two ranch-style homes with handicap accessibility.

"These new homes provide some of the best housing in today's Army," said Newman. "Picatinny affirms the Army's commitment to its soldiers and families and provide not only a quality home, but also a quality community center and playground."

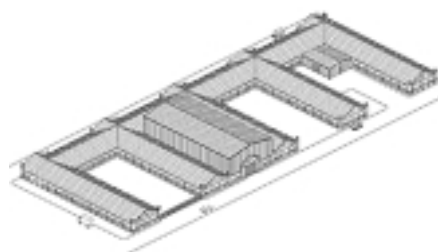
The homes include three or four bedrooms with garages, laundry and storage at ground level, living area at the second level and the bedrooms on the third. The units are 1350 to 1550 square feet costing approximately \$240,000 to \$260,000 per unit. The ranch style homes cost \$370,000 each.

These homes are built on each side of a popular water park at Picatinny Arsenal. The two sections (East and West Spicer Village) are designated for field grade officer and senior enlisted soldiers. These new, modern units replace the old, cramped Spicer town homes.

"These units were built with the resident in mind," said Gary Elmore, chief of



Spicer Village



A schematic for the Armament Engineering Software Center.



New Precision Munitions Facility at Picatinny Arsenal

by Paul Granger

A major mission within the U.S. Army's Armament Research, Development and Engineering Center is the life cycle development of gun fired precision munitions and other systems that employ sensors (e.g., weapon fire control, command and control, battlefield damage assessment, communication, etc.). All of these systems have a requirement to operate in "all weather" or "near all weather" conditions.



The new Precision Munitions Facility will monitor weather conditions.

Current sensor/system evaluation methods do not adequately address performance during these conditions. Therefore, a demonstrated need exists for conducting sensor performance measurements during adverse weather occurrences and in such a way that duplicates, as nearly as possible, the actual sensor attitude and range with respect to the target.

TACOM-ARDEC received congressional insert Fiscal 1999 Military Construction – Army (MCA) appropriations of \$8.5 million for the design/build of the Precision Munitions Facility at Picatinny Arsenal. This facility will provide a cost effective means of producing weapon systems that are capable of meeting the Army's "all weather" performance requirements.

This facility has been constructed atop west ridge south of the escape trail at Picatinny Arsenal and will be used to investigate weather conditions in order to characterize and help to design against the degrading effects of adverse weather.

The facility consists of a 200-foot tower with an enclosed equipment platform at the top of the tower, open equipment platforms at the 40-, 80-, 120- and 160- foot levels, and

two laboratory elevators; a base laboratory building; and three target areas. A short range target area will be located in close proximity to the tower, a medium range target area will be located near Building 91, and a long-range target area will be located near the baseball fields at the Arsenal's main entrance.

The Army Corps of Engineers awarded the design/build contract, at the cost of \$8.5 million, to MES, Inc., Brooklyn, NY, who worked with Sal Chiommino, a project engineer from New York District Corps of Engineers.

The project will be ready for conducting operation by December 2002.

POCs are Vinod Kapoor, DPW, Picatinny Arsenal, (973) 724-2588, vkapoor@pica.army.mil; and Jeff Frye, NY District, (973) 989-0208, Jeff.Frye@usace.army.mil

Paul Granger is an editor at Picatinny Arsenal.

PWD

(continued from previous page)

the Post Housing Office. "It has been a labor of love with input from resident focus groups to help us solve many of the 'what if' questions that often arise when everything is designed in an office environment only.

The prime contractor for this project was Integrated Construction Enterprises, Inc. of Belleville, N.J. at a total cost of \$7.86 million, who worked with Kathy

Postol, a project engineer from the New York District Corps of Engineers.

Spicer Village is dedicated to the memory of a German settler Lewis E. Spicer, who lived on land adjacent to Picatinny. Spicer sold his land and houses, "Spicer town," to the Army in 1941 as America drew closer to war. Many of the older homes in which military families used to live were located in Spicer town. As the new units were built, the

older ones were demolished in a one-for-one replacement.

POCs are Vinod Kapoor, ARDEC, DPW, Picatinny Arsenal, (973) 724-2588, vkapoor@pica.army.mil; and Jeffrey Frye, NY District, Program Management, New York, (973) 989-0208, Jeff.Frye@usace.army.mil

Myra Hess is an editor at Picatinny Arsenal.

PWD



DPW Worldwide Training Workshop Registration



On-line registration for this year's DPW Worldwide Training Workshop and Region/ MACOM Engineer Conference has opened at <http://mhli.org/dpw/>. Visit the site, become familiar with the offerings, then complete the registration process.

There is also a link from the ACSIM Home Page to the registration page at <http://www.hqda.army.mil/acsim/homepage.shtml>.

The theme of this year's workshop is "Transforming Installation Management to Support Today's and Tomorrow's Army." It will be conducted

during the week of 2-6 Dec 02 at the Omni Shoreham Hotel in Washington, DC. Be sure to register separately for hotel accommodations no later than 12 November 2002. Information for hotel registration is included in the workshop registration pages. Since the workshop is occurring the week after Thanksgiving, we recommend that you make travel arrangements as soon as possible.

OACSIM POC is David N. Purcell, DAIM-FDF-M, (703) 428-7613, DSN 328-7613, David.Purcell@hqda.army.mil.

PWD

Training opportunities abound

Have you scheduled your training for FY03? There are a lot of great training opportunities coming up, beginning with the Installation Management Institute in Orlando, FL on 13-17 January. Don't forget the American Planning Association and the Federal Planning Division Workshop in Denver, Colorado, on 27-30 March. This is really a first-class opportunity for the mature professional planner, or real property manager.

And what if installation planning or real property management is a new area for

you? The quickest way to get up to speed on installation planning is with the Master Planning PROSPECT Course. The related Master Planning Skills Course is a good introduction to all of the related tools, including RPLANS, ASIP and Facility Planning System. If you are new to Army Real Property Management, take the requisite PROSPECT Course. The corresponding Skills Course covers the IFS Real Property Module.

All the FY03 dates, costs, and course locations are now available on the

Professional Development Support Center website (<http://pdsc.usace.army.mil/pdsc1.asp>). You can either download the whole course book (the "Purple Book"), or view the data on-line. (The site should soon have the capability to accept your enrollment on-line as well, but for now, the method is still sending the Center your DD 1351.

POC is Beverly Carr, PDSC, (256) 895-7432.

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Second IMI coming up

The second annual Installation Management Institute (IMI) will be conducted January 13-17, 2003, at the Wyndham Resort Hotel in Orlando, Florida.

The IMI provides an excellent opportunity to receive and share the latest information and innovations in the installation management arena. Approximately 90 classes will be offered in a university-style setting. Course content features a broad

range of issues with particular focus on the real property, master planning, real estate, Geographical Information Systems (GIS) and Directorate of Public Works (DPW) management missions.

Formal Registration opened November 1, 2002, via the Internet. Links to the registration website can be found on the OACSIM website (under the Hot Topics Section) at

<http://www.hqda.army.mil/acsimweb/> and the Installation Management Agency (IMA) website <http://www.ima.army.mil/>. Deadline for registration is 13 December 2002.

If you have any questions, please contact Bob Nichols at (703) 692-9226, e-mail: robert.nichols@hqda.army.mil or Radonna Parrish at (706) 935-4925, e-mail: par-rishr@bah.com.

PWD



Far away places beckon George Cromwell

by Alexandra K. Stakhiv



George Cromwell hails from Helena, Arkansas, and modestly admits to a degree in engineering physics from the University of Tennessee and a master's degree in physics from the Stevens Institute of Technology in New Jersey. Over the years, he pursued graduate studies in Operations Research at George Washington University in Washington, D.C., and graduated from the U.S. Army Command and General Staff College at Fort Leavenworth, Kansas.

Joining the Army on an ROTC commission in 1960, Cromwell had a military career that spanned 15 years. He served in the U.S. Army Field Artillery and Ordnance Corps and held command and staff assignments in tactical units, supply and maintenance management, conventional ammunition logistics, nuclear weapons engineering development, and tactical ADP systems development. Returning from Vietnam in 1970, he spent several years at Fort Belvoir, Virginia, in special weapons development at the Combat Developments Command.

In 1973, Cromwell was sent to Korea with the 38th Air Defense Artillery Brigade to manage the maintenance programs for the air defense missiles like the Hawk and Nike Hercules. Cromwell left active duty in 1974 and joined the Army Reserve.

By 1975, he was conducting operations research studies and analyses of aircraft weapon systems for the Navy in his first civilian job. Then it was back to Northern Virginia for a job with the Army in HQDA at the Pentagon in DCSLOG, working as a supply systems specialist in developing and fielding automated supply systems.

In early 1978, Cromwell was selected for a job in the Office of the Chief of Engineers. Hired by Larry Kelley and Ed Watling, who went on to become the Director of the CPW, Cromwell got his introduction to the Corps working on the old facilities engineering supply system (FESS).

"We were the staff policy makers—the real systems development was done at Fort Lee by the likes of Jack Malone, Jim Godwin and Chip Reid," he reminisced.

Cromwell said he didn't learn much about post engineering work while he was in the Army, but that quickly changed when he went to work for the Facilities Engineering Division. "I was surprised at how little I knew about post activities," he said. "Today, I understand how influential the installation engineer is and can be. It's the DPW who is responsible for taking care of everything from family housing to flag poles."

When EHSC (U.S. Army Engineering and Housing Support Center) was formed in 1987, Cromwell was made chief of the Installation Support Branch, charged with implementing job order contracting (JOC). The JOC concept was developed in Corps headquarters, but EHSC was to implement and field it Army-wide.

"We also supported DEHs (directors of engineering and housing) in the Commercial Activities program, providing the engineer position on A-76 and CA," said Cromwell.

In 1993, when ACSIM (Office of the Assistant Chief of Staff for Installation

Management) was created, Cromwell joined the Facilities Policy Division and carried over the job of implementing the DPW concept and the JOC and CA programs.

"We actually shared the responsibilities of CA/JOC with CPW as this was a transitional time," explained Cromwell. "I'm still doing the same sort of thing, but new programs are always being developed. Nevertheless, my goal is the same—I am still supporting installation DPWs, developing policy that covers all installation activities, and ensuring that the public works business is well-managed."

Cromwell is also responsible for liaison and coordination with the USACE installation support program. Recently, he has been heavily involved with facilities management input to OACSIM and the Installation Management Agency (IMA) for continuing the implementation of the TIM initiative.

"I've been in the facilities engineering business since 1978," he said. "I have found the facilities engineering community to be very closely knit. They may work all over the world, but they still get together every year at the DPW Worldwide Training Workshop. After all this time, I've meddled in lots of installation management and facilities engineering areas. I believe in doing all we can in the interest of installations and doing a good job for the people who have to implement the policies that we make. If there are changes in the world, we need to change too."

Cromwell's January retirement plans include volunteer work for the USO and the Vietnam Veterans' Memorial. He'd also like to go back to school for some refresher training in math and physics. He may not be the dreamer he once was, but he's still fascinated by names like Kilimanjaro and Mandalay. "I plan to continue living in Virginia," he said. "It's convenient for travel and 'I want to see for myself those far away places I've been readin' about.'"



John J. Krajewski—facilities engineering guru set to retire

by Alexandra K. Stakhiv



John J. Krajewski can divide his career into three phases. The first phase includes his three tours in Germany, both in the military and as a civilian; and the second phase, his work in Virginia. The third phase, retirement, is still to come.

Born and raised in New York, Krajewski traveled to Ohio in the early 1960s for a degree in electrical engineering from the University of Dayton. Over the years, he also acquired a master's degree in engineering management from George Washington University in Washington, D.C., and another in international relations from Troy State University, European Division.

During his more than 37 years of government experience, Krajewski has had varied assignments at all command levels—installations, Headquarters Department of the Army, MACOMs, USACE and USAREUR Commands—most of them in installation public works support, engineering and construction. A registered professional engineer in Washington, D.C., he has held headquarters level Army engineering leadership positions for the last 17 years.

"I am fortunate in having had such broad hands-on experience in all aspects of facilities engineering, housing and installation management," said Krajewski. "It has

helped me to improve our business processes and concentrate on solving the problems of tomorrow."

Transitioning from ROTC to the Army upon graduation, Krajewski was stationed in the 78th Engineer Battalion in Germany. He returned to the U.S. three years later, now married, and found his first civilian job at Fort Belvoir, Virginia, working in the DPW Electrical Section and later becoming chief of Contracting Inspection.

The Krajewskis' dream of returning to Europe was realized in 1970 when he was offered the deputy facility engineer position in Schwaebisch Hall, Germany. He became chief of the Buildings and Grounds Division at V Corps after USAREUR transitioned to the Corps and installation structure. "This was still at a time when things were done in-house and all the money was being channeled into the Vietnam War," Krajewski said. "For this 5-year tour, things were still focused on Russia and the Cold War."

In 1975, Krajewski returned to the U.S. and worked as a housing engineer in the Housing Office of Headquarters, TRADOC. By 1978, he was back in Germany for another tour, this one lasting 6 years.

"In Ansbach, I was once again a deputy facility engineer with little change in my duties," he said. "We were still doing the basic DPW stuff, but this was the Reagan Era and money was now available to fix facilities. Later, I went to the 21st Support Command as chief of the Facilities Engineering Division in Kaiserslautern. This was different because we also had England, Belgium, the Netherlands and Luxemburg as sub-installations. I got to see a broader picture of our work and how other countries did facilities engineering and contracting. This is when the money flowed into Europe so we could win the Cold War."

In 1985, Krajewski again found himself at Fort Belvoir. Entering the second phase

of his career as chief of Engineering in FESA (Facilities Engineering Support Agency), he provided technical support to the field. In 1987, when FESA became a part of the newly established Engineering and Housing Support Center (EHSC), he continued in that role. In 1993, when EHSC was reorganized into CPW (U.S. Army Center for Public Works), Krajewski was part of the segment that went to the newly formed ACSIM. He has been their chief of the Facilities Policy Division ever since.

"Over the last few years, our outsourcing and privatization emphasis has been on executing the Army program to privatize utility systems," Krajewski said. "We had the very first program for privatization, setting the stage for the housing RCI. The Army now has about 65 installation utilities programs privatized in the U.S. and 250 in Europe. Our Utilities Privatization Program won the GSA Real Property Innovation award and is one of 10 finalists for the Industry Global Innovation Award this year.

"We've also been concentrating heavily on expanding the use of Energy Savings Performance Contracts (ESPC), another form of privatization. We're right on track for 2010 because we've been pushing renewable energy, new technology and using ESPC. Recently, we've been focusing on applying sustainable design and development (SDD) techniques to construction projects and installation planning decisions. The Army's SDD program has won several innovation awards in the last two years."

But the best is yet to come. "Facilities engineering is a great business," Krajewski concluded, "but it's time to leave it to the young guys. A few years ago, we bought a 'fixer-upper' in the Blue Ridge Mountains and I will be spending my time there after retirement." However, he hasn't ruled out returning to work in the private sector. Anyone looking for a project manager with lots of facilities engineering experience?

PWD



<http://www.hq.usace.army.mil/isd/>